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PHASE ONE · INVENTORY AND ANALYSIS

CUT BANK
GLACIER COUNTY
MONTANA

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PHASE ONE: INVENTORY AND ANALYSIS

CUT BANK-GLACIER COUNTY
COMPREHENSIVE PLAN

Prepared under Contract for the Department of Planning and Economic Development, State of Montana, and the Cut Bank-Glacier City-County Planning Board. The preparation of this map was financed in part through the Urban Planning Grant from the Department of Housing and Urban Development under provisions of Section 701 of the Housing Act of 1954, as amended.

HARSTAD ASSOCIATES, INC.
2512 Second Avenue
Seattle, Washington 98121

May 1, 1970

HARSTAD ASSOCIATES INC
ENGINEERS PLANNERS

May 1, 1970

IN REPLY REFER TO:

Mr. Joe Meagher, President
Cut Bank-Glacier County Planning Board
Cut Bank, Montana

Dear Mr. Meagher:

Transmitted herewith is the Phase I Report of the Cut Bank-Glacier County planning program. This report is essentially an inventory of the Cut Bank Planning Area wherein we have studied the use of land, population and its distribution, the economic vitality of the area, as well as its community facilities, thoroughfares and utilities.

Also included for your use are sections relating to community goals for future development, standards and policies to guide physical development, a housing element dealing with identifying problems and obstacles to providing housing for every citizen, and other matters.

The next step is one of study. There are many facts delivered here which will serve as policy and informational background for decision-making bodies in addition to the Planning Board, such as schools, City administration, County administration, and even, to a certain extent, the State of Montana.

It has been our pleasure to assist you in the program. We are looking forward to the general land use plan in Phase II.

Very truly yours,

HARSTAD ASSOCIATES, INC.

George A Smith

George A. Smith
Director of Planning

GAS:clt

Enclosure

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INTRODUCTION

INTRODUCTION

The Cut Bank-Glacier County Planning Board was formed by joint resolutions of the City and County in accordance with the Montana Enabling Legislation which created advisory boards to provide for the orderly future development of their communities. Thus formed and charged, the Cut Bank-Glacier County Planning Board began the long and arduous task popularly known as planning.

It could properly be asked, why plan? The form of Cut Bank is well-established, its population steady, and prospects for future growth are modest. What is unacknowledged in such a question is change. Cut Bank is continually changing. Population composition changes, its land area demands increase, its many economic sectors demand new programs and policies which are translated into changes, sometimes subtle, sometimes controversial. The purpose of a comprehensive planning program is two-fold; to establish goals and objectives whether they be physical; i.e., the construction of a bypass; or social, the elimination of dilapidated and substandard structures. The second and most valuable result of planning is to anticipate future community needs and to allocate the land and/or resources required to meet those needs. Of equal importance here, is that these future needs, once identified, should be met on the community's own terms, eliminating crisis, or post facto decisions.

The comprehensive planning process has three principal phases: inventory and analysis, plan making, and plan implementation. Inventory and analysis is a fundamental business management tool where stock is taken of the physical components of the community in comparing the results with past records. Based on these comparisons, projections of past trends to a target date, such as 1990, yields an indication of what the future holds. It is this element that is the subject of this report.

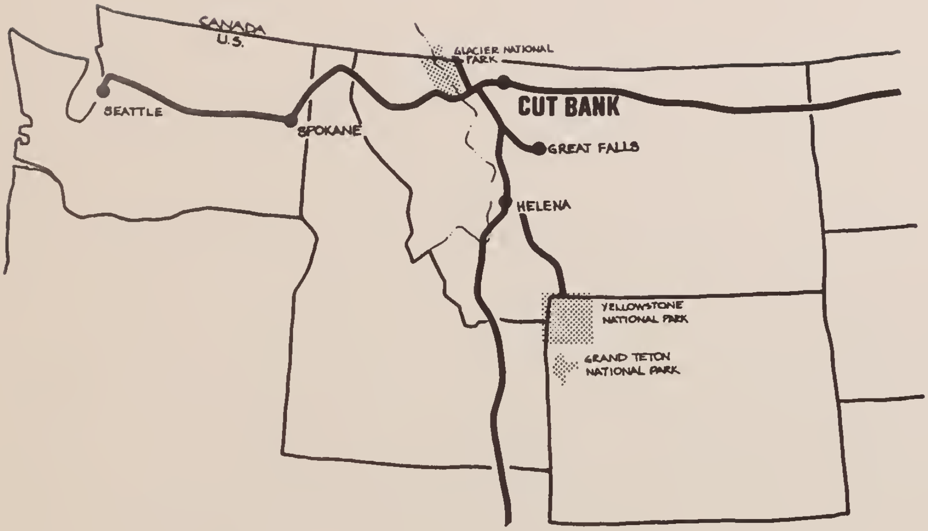
In Cut Bank, the second and third phase elements of plan making and plan implementation will be combined into a single report. The projections of future demand will be converted into graphic form and a plan prepared for the recommended arrangement of land uses such as residential, commercial, industrial, parks, schools, thoroughfares, and other features, Accompanying that plan will be a recommended zoning ordinance to guide future growth and a subdivision ordinance spelling out the details of land subdivision and platting. The second phase is expected to be funded in early Spring of 1970.

In order to direct the initial stages of the planning process to the specific needs of the community, the citizens of Cut Bank prepared a statement of their goals and objectives. This statement represents a brief description of existing and anticipated problems facing the community and directly reflects the community's involvement with the quality of their environment. A housing analysis was also developed at this time which specifically deals with housing conditions in Cut Bank and identifies the problems, obstacles, and objectives which must be acted upon if typical urban conditions, such as blight, deterioration, and congestion, are to be averted.

Along with these two statements, a third stating Standards and Policies was prepared by the Cut Bank-Glacier County Planning Board with the aid of the consultant. These standards are to be used essentially as guide lines for directing the future development of the planning area and will be the basis for the land use, community facilities, thoroughfares, and utility plans. These Standards and Policies along with the Goals and Objectives and Housing Element are presented in Appendices A, B and C.

INVENTORY AND ANALYSIS

INTRODUCTION TO THE AREA



ACCESS

Figure 1

ACCESS

U. S. Highway 2 cuts through the City of Cut Bank on its way across the country from Chicago to Seattle. Cut Bank's location on this principal northern route across the United States, combined with its proximity to Glacier National Park, Yellowstone National Park, and Grand Teton National Park, account for Cut Bank's portion of the tourist trade. From Cut Bank it is an easy day's ride to the Glacier National Forests and East Glacier Park. Cut Bank is easily accessible to both Alcan Highway No. 91 to Alaska and Highway 89 connecting Mexico and the Canadian border. Another primary transportation route connecting Cut Bank with the West Coast and points east is the Burlington Northern Railroad's main east-west trunk line.

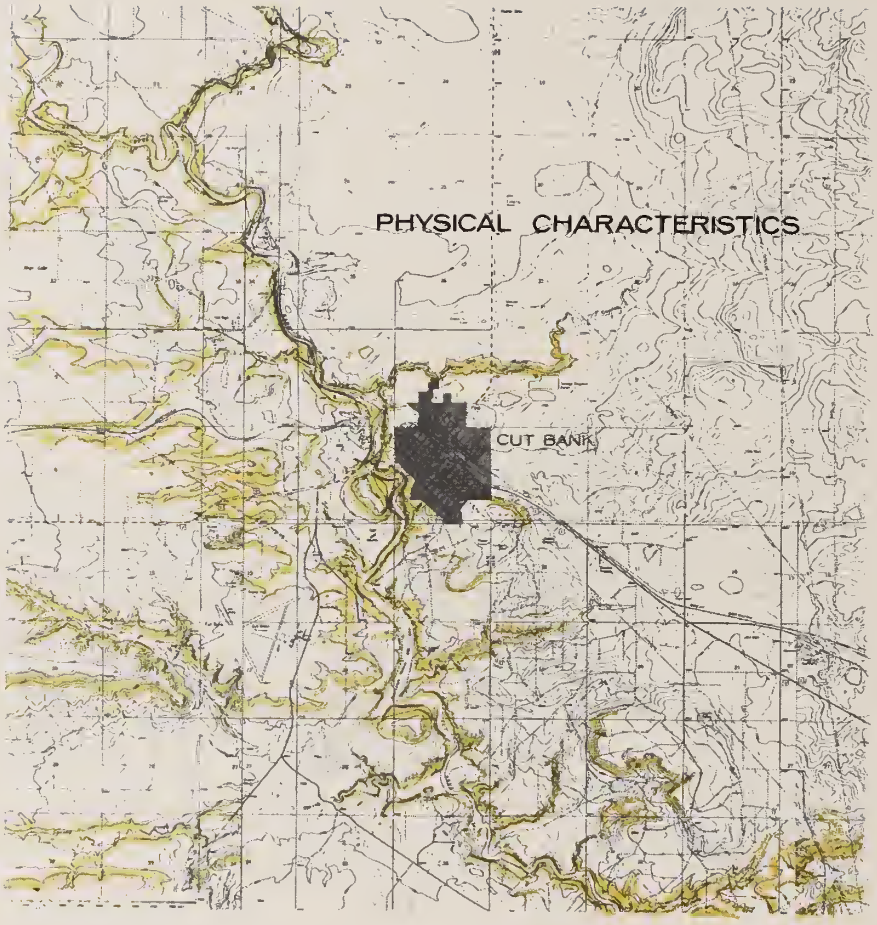
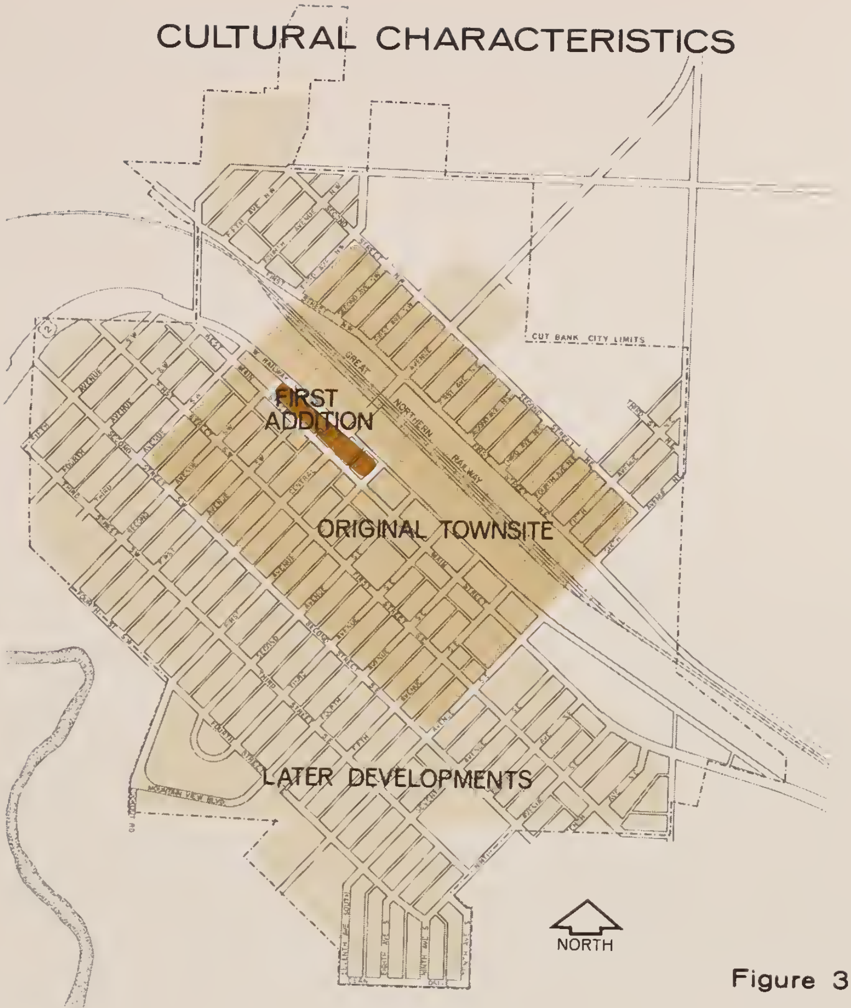


Figure 2

PHYSICAL CHARACTERISTICS

The topography of the Cut Bank Planning Area is typical of that found in northwestern Montana. It is characterized by rolling terrain and wheat fields broken by deep coulees and steep buttes. The Cut Bank River runs south along the western edge of the City with Old Maid's Coulee branching off and running along the northern edge. Further north is Big Rock Coulee and to the southwest lies Spring Creek. The Cut Bank River creates a natural division between the flatter plains to the east and the rolling fields stretching to the Rocky Mountains in the west. These topographic features have played a significant part in directing the City's growth. Inhibited along its westerly boundary by the river and in the north by Old Maid's Coulee, the City has tended to grow on the flatter plains to the south and to the east.

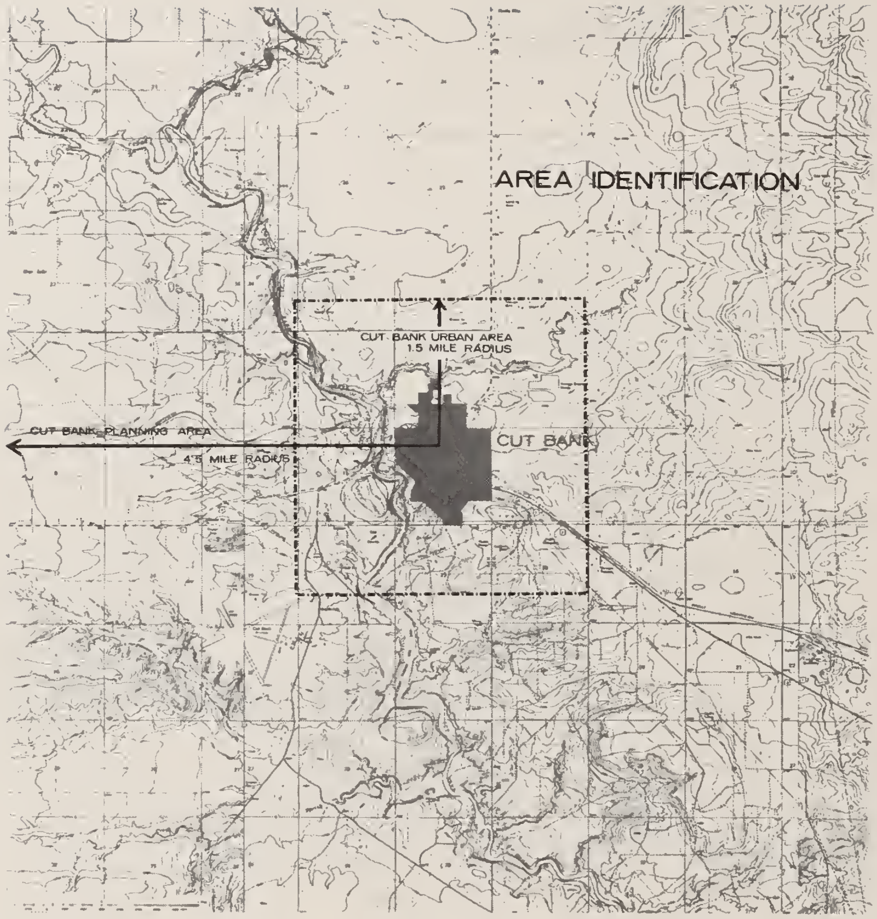


CULTURAL CHARACTERISTICS

Figure 3

CULTURAL CHARACTERISTICS

Northern Montana opened for settlement in 1893 with the completion of the Great Northern Railroad's transcontinental passenger service from St. Paul to Seattle. By 1895, a small settlement centering around the railroad depot developed across the river from the present site of Cut Bank. The City moved to its present location when the Great Northern Railroad moved its terminal from Blackfoot to Cut Bank. At this time, the State of Montana allocated all of Section 12 for the townsite of Cut Bank. The platting of this townsite began when the State sold the First Addition to the Railroad. The Railroad platted this land and allowed buildings to be erected but not to be privately owned. By 1909, the City's dissatisfaction with this arrangement forced the railroad to sell the land back to the State. The City continued to grow to its present size as both individual lots and larger plats were bought from the State by the early residents.



AREA IDENTIFICATION **Figure 4**

For planning purposes, three consecutively smaller subdivisions centering on Cut Bank, have been developed. The largest division, the Cut Bank Planning Area, is defined as the area included in a 4-1/2 mile radius from Central Avenue and Main Street in Cut Bank. This division covers the area directly influenced by and identified with Cut Bank. It extends north to Santa Rita, east to the Cut Bank refinery, and southwest beyond the Cut Bank Airport. The next division is the Cut Bank Urban Area, or the area immediately under the influence of the City or expected to be so within the planning period. This is defined as covering a 1-1/2 mile radius again centering on Central Avenue and Main Street. The urban area has been used as the base for gathering most inventory and planning data as it permits a more realistic evaluation of land use studies dealing with developed and undeveloped uses, densities, recreational facilities, and schools. The Planning Area has been used for interpreting long range planning factors and projections for population and school enrollment studies.

THE USE OF THE LAND

LAND USE SURVEY

In July, 1969, the Cut Bank Urban Area was the subject of a land use survey wherein the observed use of every land parcel was recorded on field sheets and aerial photographs. The Land Use Survey is a fundamental tool required in the planning process which reveals the character of the planning area in terms of Land Use, Dwelling Unit Distribution, and Condition of Structures.

The 1969 land use survey covered approximately 2,880 acres within the 1-1/2 mile urban area (Figure 5). The first distinction which is made separates developed land. Developed land is defined as all land used for urban uses, whether public or private, or devoted to open space uses, such as parks, playgrounds, or to site uses, such as residential. Developed land uses include residential, commercial, public and quasi-public, industrial and land used by streets, roads, etc. Undeveloped land is land not presently being used for urban uses, even though it may be potentially available for development. Undeveloped land is essentially open space and agricultural lands. Not surprisingly, undeveloped land uses accounted for most of the planning area with 2,072.3 acres, or 72.0 per cent of the total land, so devoted. Developed land uses occupy approximately 807.7 acres, or 28.0 per cent of the total land.

TABLE 1
EXISTING LAND USE
CUT BANK URBAN AREA
1969

	Acres	% Developed	% of Total Land
DEVELOPED			
Residential	(229.0)	(28.4)	(7.9)
Single Family*	222.8	27.6	7.7
Multi-Family	6.2	.8	.2
Commercial	58.0	7.2	2.0
Public and Quasi-Public	203.9	25.2	7.1
Industrial	151.0	18.7	5.2
Streets and Roads	165.8	20.5	5.8
TOTAL DEVELOPED	807.7	100.0	28.0
UNDEVELOPED	2,072.3		72.0
TOTAL LAND	2,880.00		100.0

---

*Includes Trailers.
Source: Harstad Associates, Inc.

As might be expected, residential uses are the largest single category of developed land and account for 229.0 acres, or 28.4 per cent. Within this classification, single family residential comprises the bulk of residential uses with 222.8 acres so used.

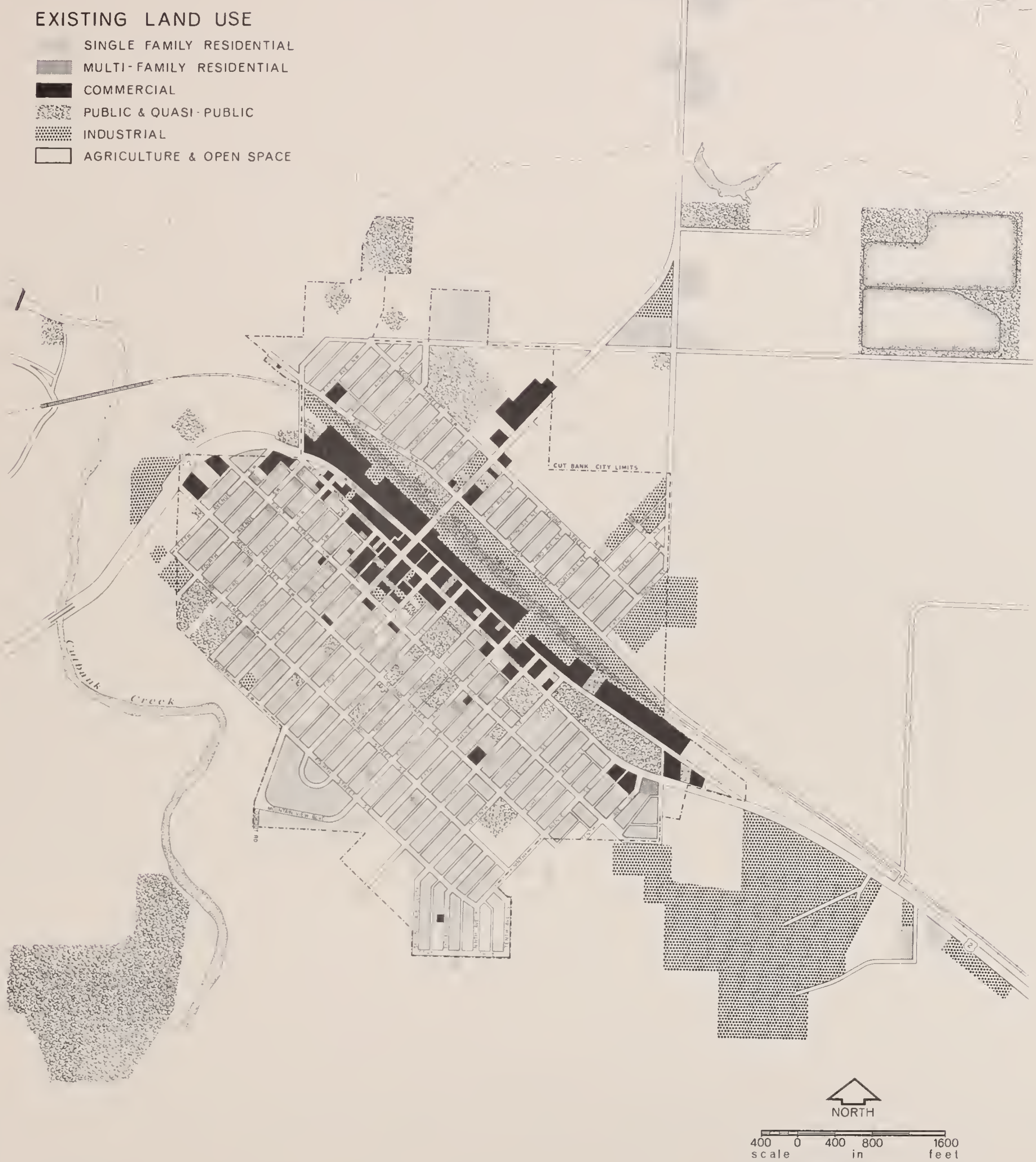
Public and quasi-public uses are the next largest land users covering approximately 203.9 acres, or 25.2 per cent of all developed land. The primary users of this land are the lagoons to the north of the City which use approximately 40 acres and are maintained by the City for its sewage disposal system. The other large quasi-public land use is the golf course located west of the City. Other less extensive uses include the two City parks, the overnight camping facility on the north side of West Railway Street, the four public and one private school sites, the Glacier County Memorial Hospital, and the various other community facilities such as the Court House, Fire Station, Cemetery, etc.

Streets and roads utilize 165.8 acres, or 20.5 per cent of the developed area. This is a remarkably low proportion (most cities have one-third or more of their land area in streets) and attests to the compact nature of the community.

After streets, roads, etc., the next largest land use is industrial. Industrial uses occupy about 151.0 acres and represent 18.7 per cent of the developed land area. The refinery and the large grain storage facilities and elevators account for a large portion of the industrial land. Also included, however, are the numerous smaller land users which offer supporting services to the oil and gas industries such as machine, welding and metal shops, and storage buildings. Most of these industries are located in the northern portion of the City and along the Great Northern Railway.

Commercial land covers approximately 58.0 acres, or 7.2 per cent of the total developed land. This figure is somewhat above that of most cities the size of Cut Bank which normally have between 2 and 5 per cent of developed land devoted to commercial uses.

CUT BANK - GLACIER COUNTY URBAN AREA



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SEATTLE WASHINGTON · JUNE 1969

Project No. Montana P-36. Prepared under Contract for the Department of Planning and Economic Development, State of Montana, and the Cut Bank-Glacier City-County Planning Board. The preparation of this map was financed in part through the Urban Planning Grant from the Department of Housing and Urban Development, under provisions of Section 701 of the Housing Act of 1954, as amended.

Figure 5

DWELLING DISTRIBUTION

Residential land uses occupy approximately 229.0 acres, or 28.4 per cent of the total developed land within the Urban Area (as defined by Figure 4). Utilizing this residential land are approximately 1,193 residential structures with a total of 1,258 actual dwelling units. Residential structures are divided into three main categories: single family, multi-family, and trailers. Single family residences are defined as structures housing one dwelling unit. Multi-family are single structures containing two or more dwellings. Trailers are semi-permanent single family units containing one dwelling per structure.

Single family units consume by far the largest land area and account for the greatest number of dwellings within the Urban Area. The 1,168 single family units including trailers represent 92.8 per cent of all dwellings and occupy approximately 222.8 acres. These figures stand for a net density (excluding streets and roads) of 5.2 dwellings per acre. The 25 multi-family structures that were identified (excluding residential hotels, housekeeping rooms, etc.) contain 90 units. These units using 6.2 acres averaged a net density of 14.4 dwellings per acre. Table 2 below lists dwellings by type and as a per cent of the total number of units.

TABLE 2
DWELLING UNIT DISTRIBUTION
CUT BANK URBAN AREA
1969

Residences	Units	Per Cent of Total Units
Single Family	1,072	85.2
Multi-Family	90	7.2
Trailers	96	7.6
TOTAL	1,258	100.0

Source: Harstad Associates, Inc.

The Dwelling Unit Distribution Map, Figure 6, shows specific distribution patterns. For example, within the City Limits, only 6.2 per cent of all single family units and one of the 25 multi-family structures are found on the north side of the railroad tracks. The distribution of trailers shows only 12 of the approximately 74 trailers located within the City Limits south of the tracks. Of the 96 trailers identified within the Urban Area, 51 of these are contained in four trailer parks, three of which are located inside the City Limits.

CUT BANK - GLACIER COUNTY
URBAN AREA

DWELLING LOCATION

●	SINGLE FAMILY
D	DUPLEX
A	APARTMENT
T	TRAILER
V	VACANT

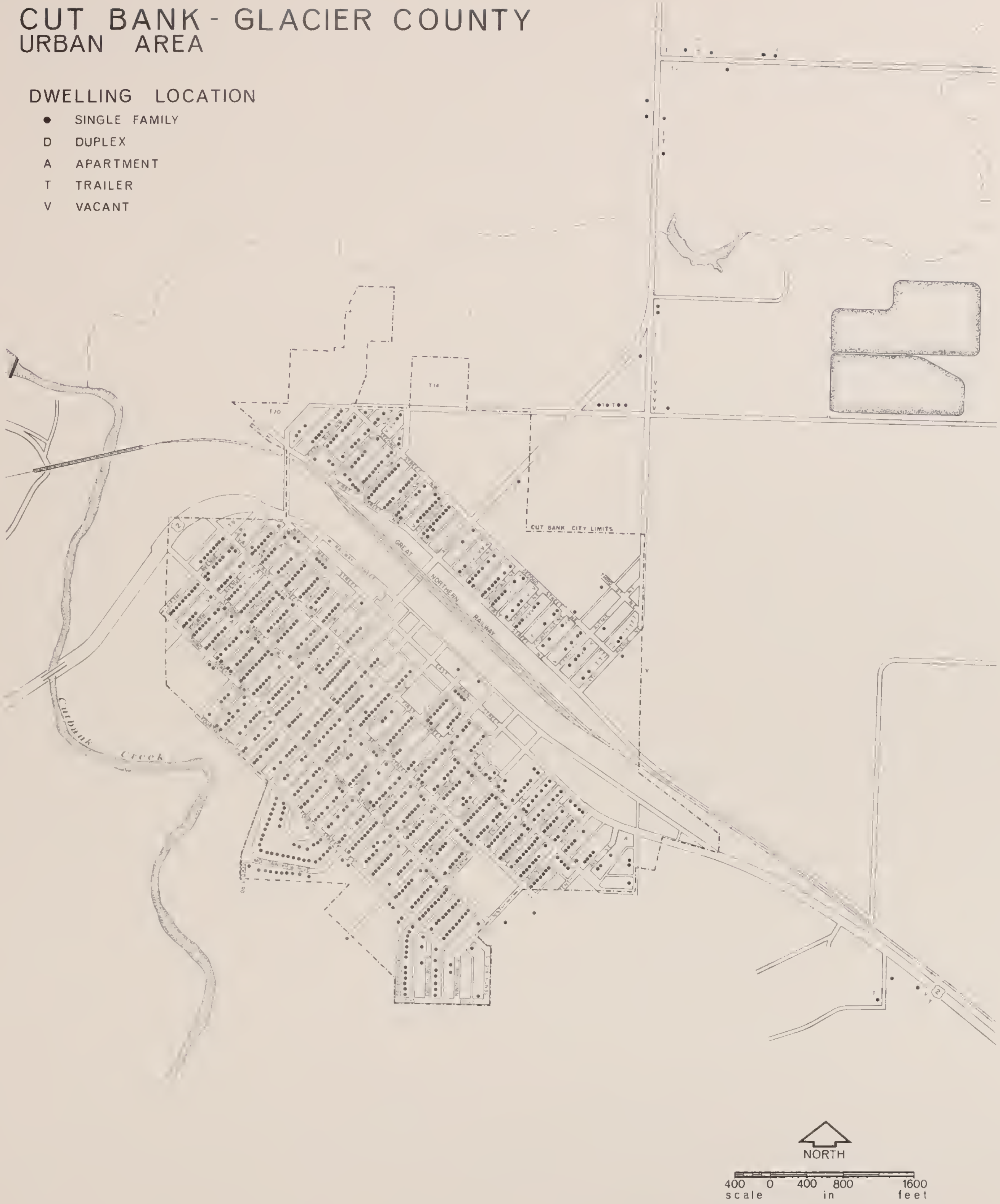

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Figure 6

CONDITION OF STRUCTURES

Each structure in the Cut Bank Urban Area was evaluated by a team of observers, experienced in exterior building evaluation, in terms of their relative structural condition and appearance. This was done in order to define the general structural condition and to identify any areas of existing or potential blight.

Structures were rated on a five-point scale and assigned a number corresponding to the relative condition of each structure as:

Superior	5
Above Average	4
Average	3
Below Average	2
Poor	1

Structures were rated against each other on the basis of whether they were considered to be above or below the average only within the Study Area. The ratings of each structure within a block front were totaled and divided by the total number of units counted. Using this method, each block front within the Study Area was assigned an average structural condition. To identify the larger, more significant trends, patterns were defined by block fronts rather than by individual structures. These patterns can be seen in Figure 7 opposite.

Of the rated structures, 1,097 were dwelling units, either single family or multi-family. Considering only these dwelling units, 387, or 35.3 per cent were considered as Below Average or Poor.

When all the block fronts are considered, the percentages by categories are slightly different, but the general results are the same, see Table 3. Of the total 208 block fronts that were identified, 72.6 per cent were average or above and 27.4 per cent were below average. Within this total, 44 block fronts containing commercial structures were rated. Considering only these blocks, 66 per cent were average or above average and 34 per cent were below average or in poor condition. The structural condition of both of these groups illustrates that the overall condition of structures in the Cut Bank

CUT BANK - GLACIER COUNTY
URBAN AREA

RELATIVE CONDITION OF STRUCTURES

SUPERIOR

░ ABOVE AVERAGE

▒ AVERAGE

▥ BELOW AVERAGE

■ POOR

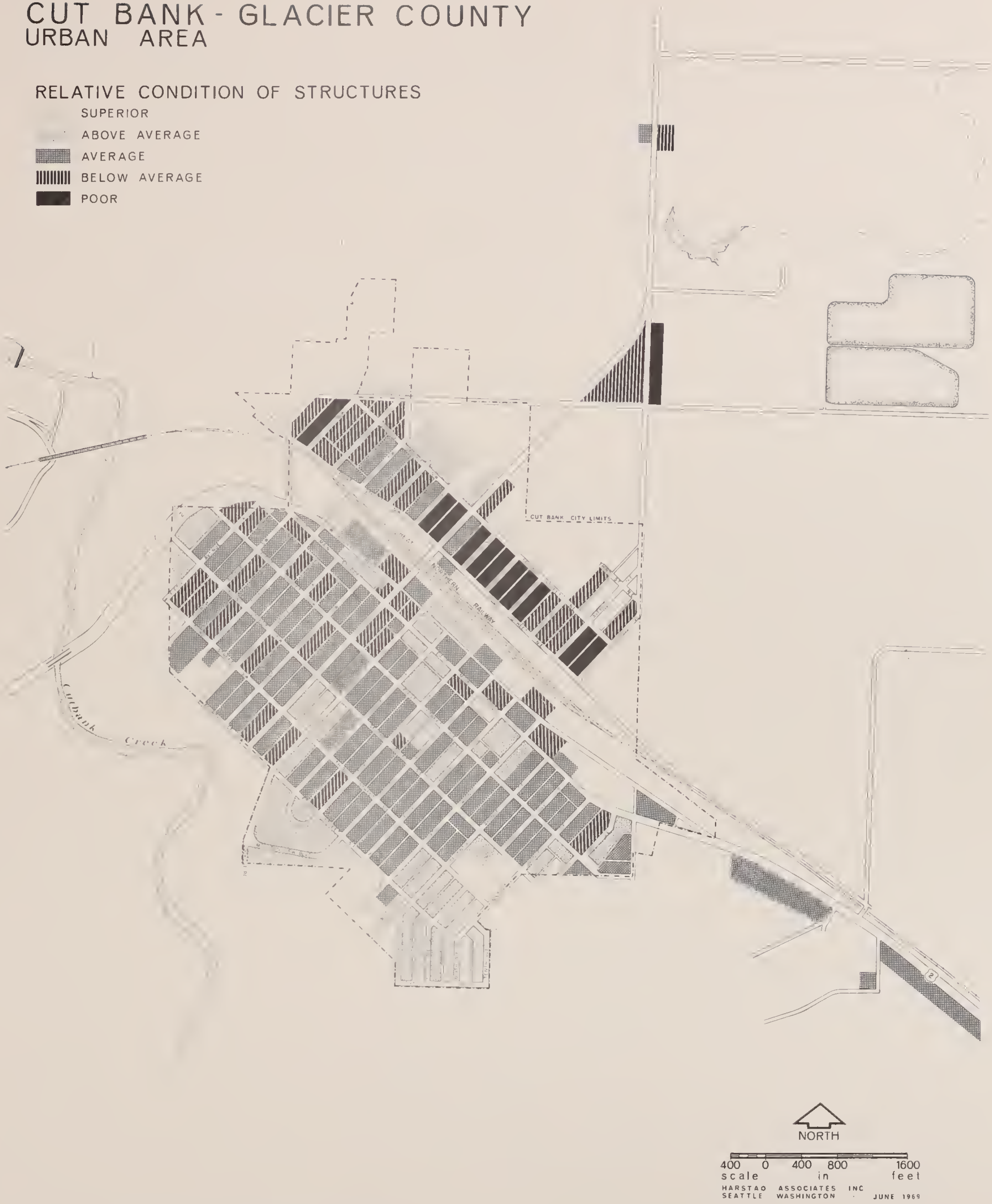

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Figure 7

TABLE 3
RELATIVE CONDITION OF STRUCTURES BY BLOCK FRONT
CUT BANK URBAN AREA
1969

Condition	Total Block Fronts	% of Total
Superior	6	2.9
Above Average	35	16.8
Average	110	52.9
Below Average	45	21.6
Poor	12	5.8
	208	100.0%

Source: Harstad Associates, Inc.

Urban Area is average or above. The Relative Condition of Structures Map, Figure 7, however, shows that even though the general structural condition of the Study Area is average or above, there are still blighted or substandard areas. These structures are found, for the most part, on the north side of the railroad tracks. All of the blocks defined as being in poor condition are contained within this section of the Study Area. On the whole, the area to the south of the railroad tracks is average or above with only concentrations of potential blight or below average structures occurring in the southwest portion.

The relatively high percentage of both block fronts and individual structures which are in below average or poor condition can be partly attributed to climatic extremes. Cut Bank is generally known for its extremely cold winters which are reflected in the fact that the Cut Bank weather station reported a mean of 191 days of 32 degree or below weather for a ten-year period from 1951 to 1960.* The average mean annual temperature for this period was 40.3 degrees while the average highest temperature was 103 degrees in June with the lowest at -45 degrees in January. These temperature extremes were also followed by an average of 12.47 inches of rainfall and 38.6 inches of snowfall per year. Climatic extremes such as this effect both the structural condition and general appearance of structures in that normal deterioration and maintenance problems usually caused by age are greatly accelerated.

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*U. S. Department of Commerce Weather Bureau, Climatic Summary of the U. S. Supplement for 1951-1960, Montana, 1965.

As the main concern of this study is the pattern of poor and below average structures, the portion of the Study Area to the north of the railroad tracks is of primary importance here. A total of 35 block fronts were counted in this area, 80 per cent of which were rated below average or poor. Within this, 31 per cent were judged to be poor or dilapidated. These are the areas of concern to the City as they are clearly in need of rehabilitation, either through demolition of the existing structures or repair. As blight has a tendency to spread to adjacent structures and blocks, this area, unless upgraded, will have an increasingly negative effect on the City's financial resources and general atmosphere in the future.

Unless preventive measures are taken, some blight or deterioration can be expected in older portions of cities that are away from the main business and residential sections. These are usually characterized by low land values, vacancies, and conflicting land uses. This is especially the case in Cut Bank where the portion of the City to the north of the railroad tracks is not easily accessible to the main business and residential centers, land values are relatively lower than in the southern portion and almost half the structures are vacant.

Steps are being taken to upgrade this area by the citizens of Cut Bank. The Cut Bank Jaycees have begun a program of demolition of structures with the owners' permission. This is a positive effort and serves not only to improve the appearance of the area but to encourage new development on the razed sites. This program should be followed by efforts to encourage new development and housing in this area. Programs for Federal aid and assistance for low income and elderly housing should be investigated. The City is apparently in need of both types of housing and this section of the City has land that could be made available for this development. Building code enforcement should prevent deterioration from spreading to other portions of the City. Community improvement programs for the repair and maintenance of substandard structures should also be initiated and encouraged as positive steps that can be taken by the community as a whole.

A more detailed analysis of housing conditions in Cut Bank is contained in the 1960 U. S. Census of Housing. When comparing Cut Bank with other Montana urban places with populations from 2,500 to 10,000, the median value of owner-occupied homes in Cut Bank is significantly higher at $14,100 than all other places. This is the same as the median value of owner-occupied homes in the Great Falls urban area, a metropolitan area where land values are typically higher. This is also higher than the median for the State of Montana ($10,900) and Glacier County ($11,000). This high value indication is reflected in a comparison of Montana, Glacier County, and Cut Bank median contract rent monthly payments: the median is $63 in Cut Bank; $55 in Glacier County; and $54 in Montana, see Table 4.

TABLE 4
MEDIAN VALUE AND MEDIAN CONTRACT RENT IN MONTANA, GLACIER COUNTY, AND CUT BANK
1960

	Median Value Owner-Occupied	Median Contract Rent
Montana	$ 10,900	$54
Glacier County	11,000	55
Cut Bank	14,100	63

Source: U. S. Census of Housing, Montana, 1960.

This apparently favorable situation has certain drawbacks. The high median value of owner-occupied homes and the relatively high median contract rent payments have a negative aspect in that they tend to discourage certain types of population growth. Families that might find Cut Bank attractive might not be able to afford the high housing costs. This lack of housing for lower income families is adverse to young families just starting out, those with relatively low incomes, and the elderly living on fixed incomes or pensions. Without lower rents and housing costs, Cut Bank, when compared with larger urban areas such as Great Falls with its greater job opportunities and cultural diversity, becomes considerably less attractive.

POPULATION AND ECONOMICS

INTRODUCTION

The founding of western communities can be attributed to one of several historical reasons; i.e., security such as the Army posts; religion, as in the case of Salt Lake City; health, such as warm springs, mineral springs, and other spas; and, most frequently, trade or economics. Continued existence of communities in the face of modern communications and technology depends almost exclusively on economics. More directly, if the community's economic past is one of decline and there are no apparent indicators of reversal, that community will not grow and the comprehensive plan should address itself to the eventual abandonment of major sectors of the community. Population numbers will migrate elsewhere in search of employment or will live their last years with no succession. Conversely, if the prospects are for prosperity and growth, the impact of this change must likewise be anticipated.

To determine Cut Bank's economic viability in view of anticipated growth trends, it is first necessary to identify these various growth indicators, their direction and magnitude and then to determine their impact on the community itself. This section deals first with population growth and then with the type of economic activity that this growth can be expected to generate. Population levels, composition, and age distribution patterns form the basis for developing projections to 1990. Past economic trends are analyzed in order to identify possibilities of accommodating this anticipated growth. Economic elements together with population projections are used to determine retail sales activity and retail floor area requirements to 1990.

Basic to plans for the community's future is the appraisal of the community's relative position with respect to some larger or parent area in which that community functions. For Cut Bank, this comparison has required compiling data on the basis of various subdivisions within the State of Montana.

The Cut Bank-Glacier County Planning Area is a constituent of several economic areas that have been established by various public agencies for analytical purposes. The foremost and largest of these is the State Economic Area 2. State Economic Areas, established by the U. S. Bureau of Census, are relatively homogeneous subdivisions of a state. They consist of a single county or groups of counties which have similar economic and social characteristics. As can be readily observed in Figure 8, the 22-County State Economic Area 2 is quite large, especially when viewed with respect to Glacier County's role within it and Glacier County's inter-relationship with the Great Falls-Cascade County Standard Metropolitan Statistical Area (SMSA). The 22-County State Economic Area grouping will be used for comparative purposes when considering U. S. Census-gathered materials such as retail trade, population, employment, income and other factors.

In 1963, the Upper Midwest Economic Study, an undertaking of the Upper Midwest Research and Development Council and the University of Minnesota, developed trade centers and trade areas of the Upper Midwest.[1] Trade areas were defined on the basis of the relative drawing power of shopping centers. As can be seen in Figure 9, Glacier County is one of eight counties which has, as its trade area focus, the Great Falls Standard Metropolitan Statistical Area. These counties were grouped because of similarity of income, shopping habits, and the relative penetration of Great Falls into the local buying market. This eight-county retail trade area will be used for appraisals of business experience.

For the purpose of determining population growth and migration rates in the Upper Midwest, this same study[2] defined subregions on the basis of migration trends. Glacier County is part of a nine-county region centering on the Havre urban area as the primary employment and in-migration center. This nine-county grouping is used for comparing migration trends in Glacier County with those of the larger region, see Figure 10 opposite.

---

[1] Borchert and Adams, Trade Centers and Trade Areas of the Upper Midwest, Urban Report No. 3, Upper Midwest Economic Study, September, 1963.

[2] Adams, Population Mobility in the Upper Midwest, Urban Report No. 6, Upper Midwest Economic Study, May, 1964.

STATE ECONOMIC AREA NO. 2

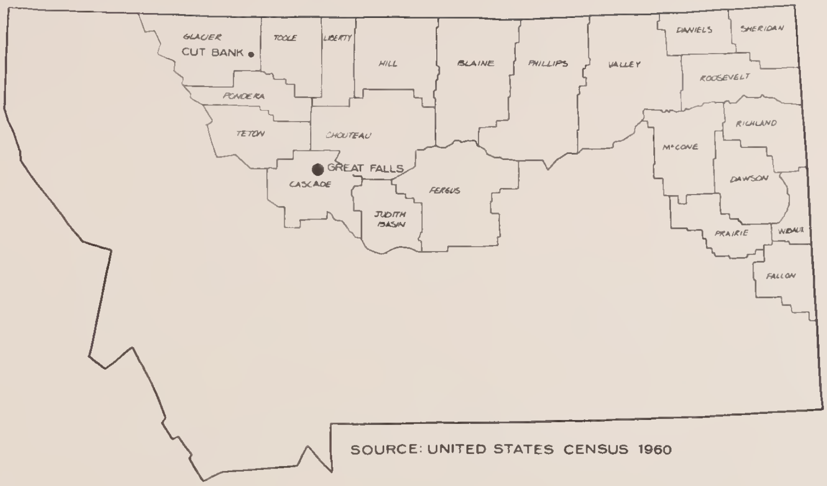

Figure 8

SOURCE: UNITED STATES CENSUS 1960

GREAT FALLS TRADE AREA

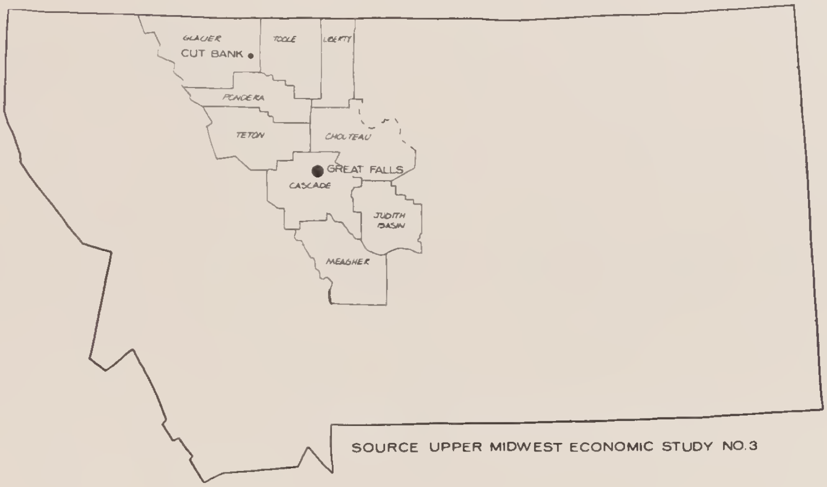

Figure 9

SOURCE UPPER MIDWEST ECONOMIC STUDY NO.3

MIGRATION TRENDS

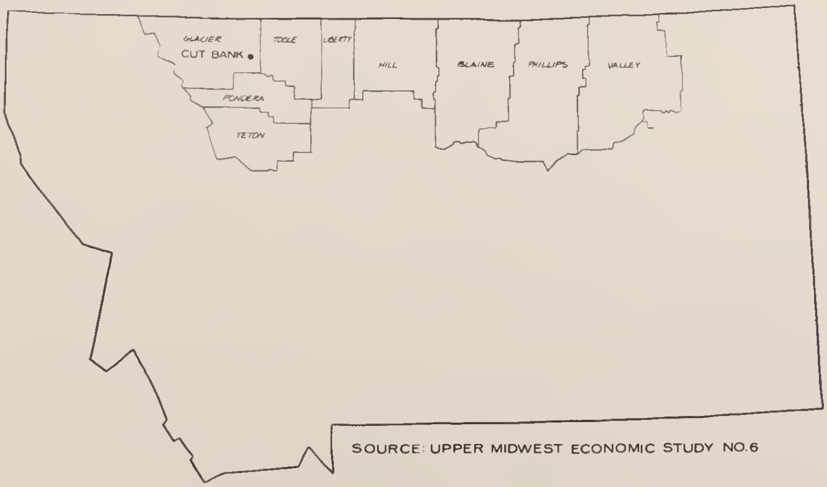

Figure 10

SOURCE: UPPER MIDWEST ECONOMIC STUDY NO.6

POPULATION

Past Trends

Cut Bank, Montana, had a transportation-based origin developing around a terminal point of the Great Northern Railroad. Since incorporation in 1911, the Town has grown from a small railroad outpost of 600 people to a small urban community with a population of 4,600. Early residents included railroad employees along with farmers and ranchers attracted by the promise of low cost land.

Cut Bank began to realize an influx of population generated by the discovery of oil and natural gas fields in northern Montana during the late 1920's. By 1930, the community contained 850 residents and continued its growth through the next decade to reach a total population of 2,500 by 1940. Subsequent to this date, the rate of growth has declined steadily during each decennial period resulting in a net increase of less than 100 during the last decade, 1960-1970, see Table 5 and Figure 11.

TABLE 5
POPULATION TRENDS
CUT BANK, GLACIER COUNTY, SEA 2, MONTANA
1940-1970

	Cut Bank	% of County	Glacier County	% SEA	SEA 2[2]	Montana
1940	2,509	27.8	9,034	4.6	197,701	559,456
1950	3,721	38.6	9,645	4.8	200,880	591,024
1960	4,534	39.2	11,565	4.8	240,851	674,767
1970[1]	4,600	37.3	12,320	4.2	290,000	750,000

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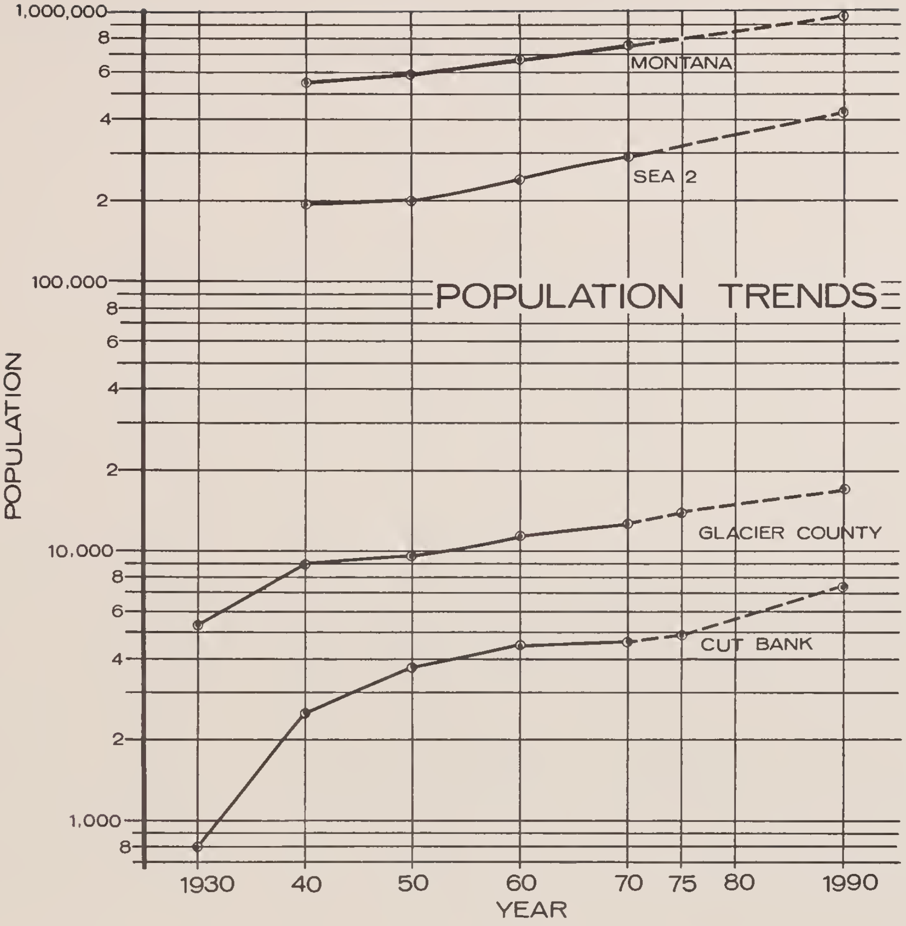
[1] Estimates.

[2] State Economic Area 2 - Source, U. S. Bureau of Census, see Figure 8.

Source: U. S. Census and Harstad Associates, Inc.



SOURCE: U.S CENSUS PROJECTIONS: HARSTAD ASSOC. INC.

Figure 11

The early growth years of Glacier County (established in 1919) show a similar and only slightly less rapid expansion characterized by a 70 per cent increase in the 1930's. Since 1940, however, the County trend has leveled off to an average of a little more than 1 per cent per year, culminating in a 1970 population estimate of 12,320. This pattern more closely parallels the larger State Economic Area 2 (SEA 2) and the State of Montana, both of which showed increasing rates of growth over the 20-year period from 1940 to 1960. Estimates since 1960 suggest that Montana and Glacier County decennial growth rates have fallen off to 11.1 and 6.5 per cent, respectively, while the State Economic Area has continued its trend of accelerated growth to over 20 per cent. This may be attributed to the increasing dominance of Cascade County and the Great Falls Metropolitan Area.

Graphic representation of the four population growth curves described shows the similarities and differences between the four areas. Despite the wide range of population sizes represented, the use of a logrithmic vertical scale permits statistical comparison of growth rates by direct comparison of the slope of the curve between points. Actual population figures, omitted from Figure 11 and Table 6 for simplicity, may be found in Table 5.

TABLE 6
DECENNIAL PERCENTAGE RATES OF POPULATION GROWTH CUT BANK, GLACIER COUNTY, SEA 2, AND MONTANA 1940 to 1970

Decade	Cut Bank	Glacier County	SEA 2	Montana
1940 to 1950	+48.3	+ 6.8	+ 1.6	+ 5.6
1950 to 1960	+21.8	+19.9	+19.9	+14.2
1960 to 1970*	+ 1.5	+ 6.5	+20.4	+11.1

---

*Estimates

Source: U. S. Census and Harstad Associates, Inc.

Since 1960, both Cut Bank and Glacier County populations have grown at very slow rates of less than 1 per cent per year (0.15 per cent for Cut Bank and 0.65 per cent for Glacier County). Since there has not been a complete census in the area since 1960, these growth percentages and their resulting figures are estimates based upon a wide variety of statistical and other evidence, including several "indirect" indicators of population, such as gas, telephone, and other utility connections, dwelling unit counts, school enrollment, mail deliveries, and so on, as well as "direct" vital statistics on the three components of population change: births, deaths, and migration.

Readily available birth and death statistics have been applied through 1967 and reasonable estimates were made for 1968 and 1970. A crude migration rate was computed by comparing the calculated expected natural increase in the number of elementary school age children from 1960 to 1968 with the actual elementary enrollment growth over the same period. This required a cohort-survival analysis of the 1960 elementary age population, applying age-specific survival rates and adding known births year by year over the projection period. The difference between expected and actual elementary enrollment over the eight-year period may reasonably be attributed to migration. Expressed as a percentage of 1960 enrollment, this migration figure was multiplied by the 1960 Glacier County population plus one-half of the births between 1960 and 1968[1] to yield a net increment population change due to migration over the eight-year period. For Glacier County, this method shows a net annual loss of population due to migration of about 1.39 per cent. Using this figure in conjunction with annual birth and death statistics permitted a year by year computation of accumulated population leading to the 1970 estimates given above. This process allows careful observation of the proportionate influences of each of the three components of population change: in Glacier County between 1960 and 1970, 3,562 births were offset by 1,105 deaths and 1,702 persons leaving the County, to result in a net gain of 755 people over the ten-year period.

Judgments as to the proportionate share of this 755 person increase which may be reasonably attributed to Cut Bank require the application of less objective evidence, primarily the "indirect" indicators mentioned above. Nearly all of these suggest that, while some growth may have occurred in the surrounding area, population within the Cut Bank urban area has remained almost constant since 1960.

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[1] Since births occur constantly over the projection period, we may reasonably conclude that the average offspring was alive for only half of the period 1960 to 1968. Therefore, to simplify calculation, we assume that only half of the newborn were exposed to the risk of migration during the period.

Population Characteristics

To this point, the discussion has considered only past trends in the aggregate size of population. Other characteristics such as density, distribution, and composition, are also important to projections for the future.

Density

Montana, SEA 2, and Glacier County all show increasing trends toward urbanization over the past 30 years. Table 7 compares these trends as reflected in rising percentages in population considered urban under the U. S. Census definition of an urban place as one with 2,500 or more inhabitants. Note that Glacier County's percentage does not include Browning which, in 1960, had only 2,011 inhabitants.

TABLE 7
DECENNIAL TRENDS IN URBANIZATION
MONTANA STATE, SEA 2, AND GLACIER COUNTY
1940 to 1970

	% of Urban of Total Population			
Area	1940	1950	1960	1970*
Montana	37.8	42.8	46.3	48.0
SEA 2	29.6	38.0	45.0	48.0
Glacier County (without Browning)	27.8	38.6	39.2	37.3
Glacier County (with Browning)	48.0	56.1	56.6	58.4

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*Estimates

Source: U. S. Census and Harstad Associates, Inc.

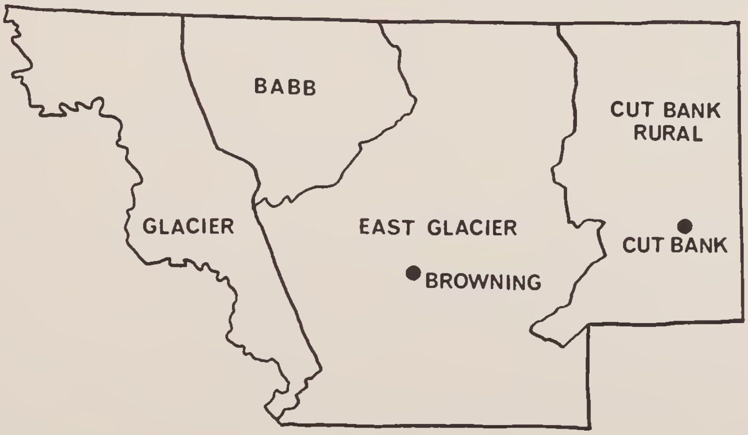
Table 7 figures show three points: (1) the rate of urbanization in Montana has been steadier and stronger than in either SEA 2 or Glacier County, (2) the 22-County State Economic Area started urbanizing later than the State but has since caught up, and (3) Glacier County also started late, kept the pace until 1950, and then fell behind both the State and the State Economic Area between 1950 and 1960.

The exclusion of Browning from the County data up until 1960, while allowing for a consistent statistical comparison with other geographic areas, is misleading in that it ignores a major share of the County's non-rural population. For this reason, the urbanization trend including Browning is shown in the last line of the table. While this line of percentages may not be compared with the State and the State Economic Area data, they do reflect a more realistic urbanization rate within the County.

Distribution

Increased urbanization in Glacier County has occurred as a result of the re-distribution of population in ways not fully reflected in simple urban versus rural population statistics. Localized differences in birth and death rates (closely tied to age structure and race) as well as migration, have produced rather clearly defined trends in recent population redistribution, useful to the population forecaster. Table 8 and Figure 12 illustrate these changes by County census division and urban area for the period 1960 to 1970.

GLACIER COUNTY CENSUS DIVISIONS & URBAN PLACES 1960



SOURCE: UNITED STATES CENSUS 1960

Figure 12

TABLE 8
COMPARISON OF POPULATION DISTRIBUTION BY COUNTY CENSUS DIVISION, URBAN PLACE AND GLACIER COUNTY
1960 and 1970

Division	Population 1960	Population 1970[1]	± Change	Per Cent Change
Cut Bank	4,539	4,600	+ 61	1.3
Browning[2]	2,001	2,600	+589	29.3
Cut Bank Rural	1,631	1,700	+ 69	4.2
East Glacier	2,820	2,900	+ 80	2.8
Babb	522	480	- 42	- 8.0
Glacier	42	40	- 2	- 4.8
All County	11,565	12,320	+755	6.5

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[1] Estimates

[2] Not a separate census division in 1960 but broken down from Census Division 4 (East Glacier) for purposes of comparison.

Source: U. S. Census and Harstad Associates, Inc.

Note that the greatest growth has occurred in Browning and surrounding Census Division 4, while Cut Bank and Division 3 have increased only slightly. Babb and Glacier both show moderate decreases. The greater tendency for growth in the central part of the County may be attributed to both the higher birth rate and lower out-migration rate of the Indian population dominating the area. At the same time, Babb and Glacier have become relatively less attractive due to their lack of urban amenities and employment opportunities.

These local Glacier County conditions may be usefully compared with migration trends in the larger northern Montana nine-County area of which Glacier County is a part, see Figure 10. Data from the Upper Midwest Research and Development Council for the period from 1955 to 1960 is summarized in Table 9.

TABLE 9
INFLUENCE OF NET MIGRATION ON POPULATION CHANGE IN THE NINE-COUNTY NORTHERN MONTANA AREA
1955 to 1960

	Total 1955 to 1960	To/From Upper Midwest*	To/From Other Parts U. S.
Out-Migration	- 16,090	- 8,499	- 7,591
In-Migration	+ 15,108	+ 7,208	+ 7,900
Net Loss due to Migration	- 982	- 1,291	+ 309
Natural Increase (Births minus Deaths)	+ 9,187		
Net Population Increase	+ 8,205		

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*Upper Midwest includes the States of Montana, North Dakota, South Dakota, Minnesota, Northwest Wisconsin, and Upper Michigan.

Source: Population Mobility in the Upper Midwest, Urban Report Number 6, Upper Midwest Economic Study, May, 1964.

Heavy population movement both in and out of the region resulted in a net migration loss of 982 people which was offset by a large natural (births minus deaths) increase of 9,187 to yield a net population gain of 8,205. Glacier County, therefore, is experiencing an out-migration trend typical among neighboring counties in northern Montana.

Age Composition

In Glacier County, these trends in urbanization and re-distribution of population have been accompanied by a tendency for both the very old and the very young age groups to steadily increase their proportionate share of total population. This may be attributed, in part, to real increases in these peripheral age groups due to rising fertility and falling mortality, but the most important cause is a steady out-migration of middle-aged persons to more attractive urban areas outside the County. Table 10 compares this trend in Montana, Glacier County, and Cut Bank over the 30-year period from 1940 to 1970 by observing the percentage of the population under 14 and over 65 in each of the areas.

TABLE 10
PERCENTAGE OF POPULATION UNDER 14 AND OVER 65
CUT BANK, GLACIER COUNTY, AND MONTANA
1940 to 1970

Area	1940	1950	1960	1970
Cut Bank	38.9	35.5	43.8	-
Glacier County	34.2	39.7	44.6	48.3*
Montana	31.8	37.4	43.4	-

---

*Estimate

Source: U. S. Census and Harstad Associates, Inc.

Note that the change is most dramatic in Montana (31.8 to 43.4 per cent) with Glacier County and Cut Bank following in respective order. Cut Bank's drop to 35.5 per cent in 1950, followed by an increase to 43.8 per cent in 1960, shows the sensitivity of this indicator to even small changes in births, deaths, and migration rates, and suggests that generalizations are less applicable to small populations. However, some patterns within this trend seem clear:

1. In Cut Bank, a fairly steady moderate birth rate has been offset by a slightly decreasing death rate to yield a moderate natural increase at both ends of the age spectrum. These influences have been intensified by an increasing out-migration of middle-aged groups (particularly after the completion of high school) and a less strong rural in-migration of older people from surrounding rural areas (retirement). So far, the natural increases have been able to barely overcome a loss due to migration, but only through increased distortion of the age structure, as evidenced in Table 10.

2. Glacier County, by contrast, may be characterized by an increasing high birth rate, moderate decreasing mortality, and fairly stable low out-migration, resulting in a sizable population gain by the

under 14 age group; in this case, only slightly intensified by out-migration of middle-aged groups.

3. Montana, as a relatively stable base against which to compare these fluctutations, is experiencing an increasing moderate birth rate and decreasing moderate death rate, coupled with increasing low out-migration of middle-aged groups.

Projection Considerations and Methodology

To insure the best possible population forecast for Glacier County and Cut Bank, consistent with the major findings outlined above, several different projection methods have been applied and the results compared before final judgment:

1. First, a five-year age-group specific cohort-survival life table was constructed for Glacier County's four separate sex/race groups (white males, white females, non-white males, non-white females). Birth rates and sex ratios were computed separately for white and non-white females from County vital statistics for the period from 1960 to 1965, and age-specific survival rates for each of the four groups were extracted from Montana State actuary tables. To provide an estimate of the probable absolute ceiling of population for each five-year interval to 1990, the first calculations were made with no adjustments for migration. These show that if no one left the County, no one entered, and fertility and mortality rates continued to be those observed between 1960 and 1965 within each of the four groups, there would be about 26,000 people in Glacier County by 1990. This is, of course, unrealistic but does provide a good starting point for further refinement. In successive computations, the Glacier County population was mathematically "survived" to 1990, applying the estimated 1.39 per cent per year out-migration factor described above. In several separate trials, the influence of different distributions of this population loss among the enumerated age and race groups was compared, with particular emphasis on decline

of middle-aged whites, where most of the out-migration is assumed to be occurring. The effect of this out-migration is, of course, cumulative, as the life table shows a loss of not only migrating men and women themselves, but also the offspring that they choose to have elsewhere. The results of these computations suggest that the maximum upper limit for Glacier County's 1990 population may be set at 22,500.

2. A second statistical approach, a form of least squares extrapolation, permits the mathematical extension of an existing growth trend by comparing changes in the percentage relationships between a base and one of its component populations; in this case, Glacier County and the State of Montana. While this method constructs a rather strict mathematical model which does not take separate account of the individual elements of population change, it is, nonetheless, useful as a tool to show the effect of the long range continuation of well established growth patterns. In the case of Glacier County, an extension of the more conservative portions of its growth curve in relation to the State of Montana since 1940 suggests a minimum lower limit of population by 1990 of about 16,300.

3. Finally, a number of indirect indicators of population growth have been weighed in evidence. These methods are less reliable as independent sources but useful as checks on the results of the two methods above. All these indicators tend to confirm the 1990 Glacier County population spread of between 16,300 and 22,500 for the County.

This kind of "range projection" provides high and low parameters between which actual growth will almost certainly occur. They are, therefore, useful in themselves for many planning purposes. However, a single "most likely" figure, despite its lower reliability, has wider application for most planning purposes. To keep the applicability of this single point projection in proper perspective, it must be remembered that the inherent shortcoming of even the most sophisticated statistical methodology lies in its necessary assumption that existing measurable trends will continue throughout the projection period. For this reason, careful consideration must also be given to other, less objective, observations about probable changes in these trends. These judgments, applied to the projections after all the statistical evidence was in, are assumptions about the future of the Cut Bank-Glacier County Planning Area:

1. A moderately optimistic outlook for the economic growth of the community based, in part, on an improvement or expansion of the market for oil related products and services, and on continued efforts of business leaders to expand and improve the Cut Bank retail trade area. The trend of decreasing oil and gas revenues (see Table 3, Appendix F), however, must be reversed, the retail trade market area increased, and perhaps limited entry into agricultural product processing.

2. Some new employment opportunities, but not enough to prevent a continued out-migration of the 18 to 30 year old white age group, particularly to the Great Falls area. This assumption is perhaps the most critical in terms of its potential influence on population growth. New job opportunities for young men could dramatically alter existing migration patterns with a commensurate impact on the community's projected 1990 size. On the other hand, any significant increase in the rate of middle-aged group depletion could easily tip the population curve into a negative spiral.

3. Steadily increasing urbanization as farm sizes grow larger and small land holders sell out for a new life in town. Many of these people will come to Cut Bank and Browning rather than make the greater transition to Great Falls. The attractiveness of Cut Bank as a retirement community will depend heavily on the availability of low or moderate income housing suitable for persons on fixed retirement incomes. These population projections assume some improvement in existing housing (both availability and cost) to accommodate these people.

4. Some decrease in infant mortality, particularly among the non-white population, but more importantly, a steady decrease in the birth rates

generally as the population becomes more urban and birth control methods gain wider acceptance.

5. Steady increase in the proportionate share of non-whites in the total County population with the result that Browning may experience more rapid numerical growth than Cut Bank, while Cut Bank should continue its economic dominance over the County.

The population projections that follow depend on the accuracy and relevance of these five assumptions as they affect population growth in Glacier County over the next 20 years. They are to be viewed as estimates; based on the best evidence now available and should be subject to periodic review and revision over the planning period.

The Probable Future

Population projections for Glacier County and Cut Bank for each five-year interval to 1990 are shown in Table 11. Both population curves show an up-turn over the first five years with expected net gains of 300 (6.5 per cent) and 1,880 (15.3 per cent) for Cut Bank and Glacier County, respectively, by 1975. After 1975, Glacier County's rate of growth is expected to level off, leading to a 1990 total of between 16,300 and 22,500 with the most likely figure around 18,000. In Cut Bank, the up-turn is expected to continue to 1990 when about 7,400 residents are anticipated in the urban area, see Figure 11.

TABLE 11
POPULATION PROJECTIONS
FOR GLACIER COUNTY AND THE CUT BANK URBAN AREA
1970 to 1990

Year	Population	Cut Bank Cumulative Increase from 1970	% of County	Glacier County
1970	4,600		37.3	12,320
1975	4,900	300	34.5	14,200
1980	5,600	1,000	36.1	15,500
1985	6,400	1,800	38.8	16,500
1990	7,400	2,800	41.1	18,000

Source: Harstad Associates, Inc.

ECONOMICS

Cut Bank's economic past has been largely determined by the railroad, agriculture production, and the discovery of oil and natural gas deposits. These three major employers have greatly contributed to Cut Bank's growth at various times in the past. Now the importance of all three in terms of numbers employed is declining and with this decline Cut Bank is experiencing a decrease in available employment opportunities. Yet, at the same time, Cut Bank has slowly been increasing in population and is expected to increase by 2,800 people in 1990. To accommodate and sustain this increase, there must be an expansion in jobs, retail services, and other sectors of the economy. A look at past growth trends in agriculture, petroleum, employment, income, and retail sales is necessary to determine where this growth is needed and what the prospects for achieving it might be.

Agriculture

Montana State Economic Area 2 and Glacier County exhibit similar characteristics of the National trend which, in the years since World War II, have seen, 1) a decline in farm population, 2) a decline in the number of operating farms, 3) an increase in the size of farms, 4) an increase in the acreage in cultivation.

For comparative purposes, the last three available Censuses of the Agriculture for 1954, 1959, and 1964, have been arrayed for Montana, State Economic Area 2, Cascade County, and Glacier County. The basic information is conveyed in Table 1, Appendix F.

In the State of Montana, the number of farms declined approximately 31.7 per cent from a 1954 level of 32,061 to a 1964 count of 22,593. In State Economic Area 2, the 1964 total of 12,027 farms was 23.3 per cent below the figure of ten years previous. Cascade County saw an even greater decline with 35.2 per cent fewer farms in 1964 than in 1954. Glacier County, however, recorded 385 farms in 1954 and 348 farms in 1964, a -9.6 per cent change, considerably better than the apparent norm. As the number of farms declined, it follows that the average size of farms would increase. Examination of Table 1, Appendix F, shows the average Montana farm in 1954 was 1,859 acres. By 1964, the average size had risen to 2,650 acres, an increase of 42.5 per cent. State Economic Area 2 showed similar tendencies where the median size farm showed a 34.2 per cent increase; and Cascade County showed a 43.7 per cent increase between 1954 and 1964. Glacier County, however, showed an absolute decline from a 1954 level of 3,555 acres per average farm to a 1964 level of 3,492 acres, a net decline of 63 acres per farm, or approximately 1.8 per cent.

Perhaps the most dramatic increase is revealed in farm values, both in terms of land and building, and in the value of farm products sold. For example, the value of the average Montana farm in 1954 was approximately $43,195. Five years later, 28.9 per cent fewer farms had an average value of $82,972, a 92.1 per cent increase in valuation in five years. By 1964, the Montana average farm value had risen to $114,217, an increase of 37.7 per cent over 1959 and 164.4 per cent increase over 1954.

While the Montana farm value average increased by 2-1/2 times in ten years, State Economic Area 2 and Glacier County exhibited similar but more modest increases. The median farm value of the 22-county State Economic Area 2 in 1954 was $41,990. By 1959, 20.2 per cent fewer farms had a value of $79,837, a 90.1 per cent increase in five years. By 1964, the average value had risen to $106,589, a 33.5 per cent increase in five years and a 153.8 per cent increase in ten years. The average Glacier County farm in 1954 was valued at $75,188 in land and buildings. In 1959, the number of farms had declined by 13.2 per cent. However, the average value had risen to $129,115, a 71.7 per cent increase in five years. By 1964, the average value had risen to $147,679, a 14 per cent increase over 1959 and 96.4 per cent increase over the previous ten years.

The U. S. Census of Agriculture has tabulated the average value per farm of all products sold for 1954, 1959, and 1964. The Montana average and the mean for the 22-County State Economic Area, reveals Glacier County's relative strength. In 1954, the Montana average value per farm of all products sold was $10,301. By 1959, the figure had risen to $13,103 and to $16,938 by 1964. These figures show a net ten-year increase of approximately 64.4 per cent. Over the same period, State Economic Area 2 showed a higher average value per farm than that of the State average with $11,651 in 1954, $14,701 in 1959, and $16,746 in 1964, a 43.7 per cent increase in ten years. Glacier County product sales per farm were approximately 20 per cent higher at $12,317 per farm than the 1954 State average for that year. In 1959, the average Glacier County sales value increased to $15,025, a 22.0 per cent increase in five years. By 1964, the average farm product value had risen to $24,019; a 59.9 per cent increase in five years; a 95.0 increase in ten years. At this level, Glacier County per farm product sales were 41.8 per cent higher than the State average and 43.4 per cent higher than State Economic Area 2 for the same period.

The sale of crops and livestock represents revenue sources for agriculture in Montana. The relative proportion of livestock to crop sales varies from county to county. In the State as a whole, the proportion is slightly in favor of livestock. In 1954, the State-wide value of all farm products sold totaled $339,481,014, of which 54.6 per cent was contributed by crops, Table 2, Appendix F. By 1959, the Montana farm product sales totaled $377,401,094, an 11.2 per cent increase in five years. In this year, livestock was the principal contributor with 57.0 per cent of the total. By 1964, total revenue was $382,687,717, of which 55.4 per cent was livestock sales, the balance crop and non-crop product sales. The 1964 sales value represents a 1.4 per cent increase over 1959 and a 12.7 per cent increase over the ten-year period. The value received from crops saw a net decline of 8.3 per cent from 1954 to 1964, whereas livestock had recovered from a 1.4 per cent decline from 1959 to 1964 for a 37.7 per cent increase over the ten-year 1954-1964 period.

Generally speaking, the 22-County State Economic Area, of which Glacier County is a part, accounts for more than 50 per cent of the State's total of farm product sales. Table 2, Appendix F, shows 1954 sales of approximately $195,043,528, of which crops accounted for 71.2 per cent. By 1964, total SEA 2 sales had reached $205,727,719, an 11.9 per cent increase in ten years, of which crops produced 60.7 per cent of the value.

Glacier County accounted for approximately 2.3 per cent of the State Economic Area total value of all products sold in 1954, approximately 3.0 per cent in 1959, and 4.1 per cent of the 22-county total by 1964. Of the 1954 level of $4,483,270 of recorded sales, livestock accounted for approximately 51.1 per cent of the total. In 1959, the farm sales had risen 28.7 per cent to $5,769,537. The livestock portion of this figure, however, dropped to 44.5 per cent with crop sales increasing to 55.5 per cent. In 1964, Glacier County farm product sales rose to $8,358,668, a 44.9 per cent increase in five years; a 67.2 per cent increase over the ten-year recording period base. Of this $8,358,668 value, the proportion in 1959 held for 1964 with crops providing approximately 54.0 per cent of the gross sales.

Petroleum

A second comparison of Glacier County income is of interest here; the receipts from petroleum production as well as those of agriculture. The U. S. Department of Agriculture, Soil Conservation Service Office, Cut Bank, has compiled the receipts of agriculture and petroleum between 1954 and 1965. The agriculture receipts include value received from crops, livestock, and government payments from programs such as land bank and others as compiled by Montana Agriculture Statistics. Natural gas and oil receipts are summed in total petroleum receipts as reported biannually by the Montana Board of Equalization. In Table 3, Appendix F, it can be seen that between 1954 and 1965, total receipts increased from $10,993,000 to $12,340,000, an increase of approximately 1 per cent per year. It is interesting to note, however, that the relative proportion of petroleum has changed markedly from 1954 to 1965. In 1954, agriculture accounted for approximately 56.1 per cent of the $10,993,000 recorded for that year. Five years later, in 1959, agriculture accounted for 63.9 per cent of the $11,070,000 recorded; by 1965, agriculture had increased its relative percentage to 71.4 per cent of the $12,340,000 total.

Employment

Comparisons of employment levels by industrial classification permits the planner to identify the study community's strength and weaknesses in competing for the State product. Originally, the 22-county State Economic Area 2 was to be the comparative, or parent, area against which the Cut Bank-Glacier County Planning Area was to be measured. As has been explained earlier, the Great Falls Trade Area (GFTA) appears more pertinent and will be used here. The Unemployment Compensation Commission of Montana (UCCM) annual records were utilized in this comparison because of their currency rather than the U. S. Census materials, now ten years out of date

On a State-wide basis, UCCM records indicate a rising trend. From 1963 to 1968, increases were registered in the number of employers, the average number of workers and in the amount of wages paid. In the five-year period, the average number of employers increased by 3.0 per cent, the average number of workers increased by 5.3 per cent, and the amount of wages paid increased by 21.0 per cent. Table 4, Appendix F, shows the relative numbers recorded for these three categories. In 1963, the average wage per covered worker was $4,726.* By 1968, this figure, on a State-wide basis, was recorded at $5,428. Employment records are kept on a seven industry basis; i.e., Mining; Contract Construction; Manufacturing; Transportation, Communications and Utilities; Wholesale and Retail Trade; Finance, Insurance and Real Estate; and Service Industries and Miscellaneous. For the State, Wholesale and Retail Trade is the largest industry in terms of the number of employers, the average number of workers, and in the amount of wages paid. Employment number declines from 1963 to 1968 were found in Manufacturing, -1.3 per cent; Contract Construction, -2.2 per cent; and Mining, which includes oil and petroleum production, a significant -31.7 per cent. Employment increases were registered in Finance, Insurance and Real Estate, +7.0 per cent; Transportation, Communications and Utilities, +10.2 per cent; Wholesale and Retail Trade, +10.8 per cent; and, following the national trend, an increase of 19.6 per cent in the number of workers employed in Service and Miscellaneous industries between 1963 and 1968.

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*Covered is defined here as only those employers and employment covered under the Montana State Unemployment Insurance laws. Excluded is employment in Interstate railroads, government, agriculture, and non-profit establishments.

While the general employment picture for the State of Montana was plus, the Great Falls Trade Area (GFTA) saw declines in two of the three indices. In 1963, the average number of employers stood at 2,661. By 1968, that number had declined to 2,594, a 2.5 per cent decrease. Similarly, the average number of workers in 1963 was 18,181. By 1968, that number had declined to 17,211, a 5.3 per cent decline. The amount of wages paid in 1963 by covered industry to those workers was $87,165,148. By 1969, 2.5 per cent fewer employers paid 5.3 per cent fewer workers approximately 6.1 per cent more money than they had received in 1963. The average wage per covered worker in 1963 for the Great Falls Trade Area was $4,794, approximately $70 per worker higher than the State-wide average. By 1968, the average wage per covered worker increased to $5,372, $56 per worker below the State average.

The principal Great Falls Trade Area industry, like that of the State, is Wholesale and Retail Trade. In 1963, as well as in 1968, Wholesale and Retail Trade recorded the highest number of employers, the highest number of workers, and the highest wages paid. In terms of wages paid, the Construction industry is the second largest contributor to the Great Falls Trade Area economy followed by Manufacturing. Table 12 ranks by order the principal industries for the State, the Great Falls Trade Area, Cascade and Glacier Counties.

Cascade County, the principal county in the Great Falls Trade Area and containing the City of Great Falls, experienced declines in all three indices. Between 1963 and 1968, the number of employers declined by 0.2 per cent, the average number of workers declined by 9.2 per cent, and the amount of wages paid declined by 0.2 per cent. In 1963, 14,148 Cascade County workers drew

$71,859,978 for an average per worker of $5,079. By 1968, 12,845 workers drew $71,716,743 for an average per worker of $5,583, an increase of $504 per worker over 1963. Wholesale and Retail Trade is Cascade County's principal industry in terms of employers, number of workers, and wages paid. This trend is similar to that of the Trade Area and the State. Manufacturing and Construction were about equal as the second principal employer in 1963. In 1968, the Services industry had more workers; however, Manufacturing still contributed $14,126,315 to remain as the second principal wage producer for Cascade County.

Glacier County employment characteristics reflected a net decline in the number of employers between 1963 and 1968; however, UCCM records show impressive increases in the average number of workers and in the average wages paid. While the recorded number of employers experienced a net loss of three between 1963 and 1968, a 1.0 per cent decline, covered employment rose 15.6 per cent and the amount of wages paid increased from $4,746,038 paid in 1963 to $7,205,404 in 1968, a 51.8 per cent increase--more than eight times greater than the Great Falls Trade Area and nearly three times that of the State. The amount of wages paid per covered worker, however, is significantly less. In 1963, 1,353 Glacier County workers were paid $4,746,038 for an average wage per worker of $3,508, an amount $1,286 below the Great Falls Trade Area figures and $1,218 below that recorded for the State. By 1968, 1,564 covered industry workers received $7,205,404 in wages paid for an average of $4,607. This figure is 16.6 per cent below that of the Great Falls Trade Area and 17.6 per cent below that for the State. It must be remembered here that a good share of Glacier County income; specifically, agriculture, does not come under these figures; however, the relative level of wages paid for the covered industries is of interest here. As will be pointed out in the section on Retail Trade, the average family income from all sources, according to an independent survey, was recorded at $7,873*, substantially above the $4,607 level indicated by these computations.

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*Sales Management Survey of Buying Power, 1969.

TABLE 12
QUANTITATIVE RANKING OF INDUSTRIES
MONTANA, GFTA, CASCADE COUNTY, GLACIER COUNTY
1963, 1968

	AVERAGE NUMBER OF EMPLOYERS		AVERAGE NUMBER OF WORKERS		AVERAGE WAGES PAID	
	1963	1968	1963	1968	1963	1968
Montana	1. Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade
	2. Services & Miscellaneous	Services & Miscellaneous	Manufacturing	Manufacturing	Manufacturing	Manufacturing
	3. Contract Construction	Contract Construction	Services & Miscellaneous	Services & Miscellaneous	Contract Construction	Constract Construction
Great Falls Trade Area	1. Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade
	2. Services & Miscellaneous	Services & Miscellaneous	Manufacturing	Services & Miscellaneous	Contract Construction	Contract Construction
	3. Contract Construction	Contract Construction	Services & Miscellaneous	Manufacturing	Manufacturing	Manufacturing
Cascade Co.	1. Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade
	2. Services & Miscellaneous	Services & Miscellaneous	Manufacturing	Services & Miscellaneous	Contract Construction	Manufacturing
	3. Contract Construction	Contract Construction	Contract Construction	Manufacturing	Manufacturing	Contract Construction
Glacier Co.	1. Wholesale & Retail Trade	Wholesale & Retail Trade	Services & Miscellaneous	Wholesale & Retail Trade	Wholesale & Retail Trade	Wholesale & Retail Trade
	2. Services & Miscellaneous	Services & Miscellaneous	Wholesale & Retail Trade	Services & Miscellaneous	Mining	Services & Miscellaneous
	3. Mining	Mining	Mining	Mining	Services & Miscellaneous	Mining

Source: Montana Unemployment Commission FL289 Supplement 1963 and 1968

The principal employment industry in Glacier County is Wholesale and Retail Trade which, in 1963, provided an average of 431 jobs and generated $1,465,879 in wages paid. In 1968, the average number of workers in the Wholesale and Retail Trade industry rose to 547, an increase of 26.9 per cent. These 547 workers generated $2,157,088 in wages paid, an increase of 47.2 per cent in five years. The second ranking industry in Glacier County is the Services industry. All of the reporting industries for Glacier County recorded net gains in wages paid. Table 4, Appendix F, shows the Glacier County industries comparing favorably with averages determined for the Great Falls Trade Area and the State of Montana.

The Unemployment Compensation Commission records are not available for individual communities, such as Cut Bank. The application of such County-wide data to a specific community may be generalized, however, utilizing U. S. Census data so long as it is remembered that there are fundamental differences in these data; specifically, U. S. Census data is for all employment whereas the Unemployment Compensation Commision records are for those industries covered by their laws. Table 13 on the following page is extracted from U. S. Census materials. It shows the 1960 numbers employed by the listed industries for Glacier County and for Cut Bank. Except for Agriculture, Contract Construction, and Services and Miscellaneous, the City of Cut Bank in 1960 accounted for half or more of all employment activity in the County. Excluding agriculture as a non-urban industry, Cut Bank's share of Glacier County employment was 57.1 per cent. Applying these 1960 percentages to 1968 covered employment levels for Glacier County yields a generalized indication of the number of workers employed by selected industry for the City of Cut Bank. The same general information regarding average wages paid to Cut Bank's share of the County labor market is similarly estimated.

The City of Cut Bank would appear to presently account for approximately 893 workers employed by industries covered by Montana Unemployment Compensation. These 893 workers generated an estimated $4,114,286 in wages paid. As with the County totals explained earlier, Wholesale and Retail Trade was

TABLE 13
ESTIMATED EMPLOYMENT BY SELECTED INDUSTRY
GLACIER COUNTY AND CUT BANK
1960, 1968

	1960[1]			1968[2]			
				Glacier Co.		Cut Bank[3]	
Industry	Glacier County	Cut Bank	Per Cent of County	Average No. of Workers	Average Wages Paid	Average No. of Workers	Average Wages Paid
Agriculture	592	70	11.8	Not Covered	Not Covered	NA	NA
Mining	224	169	75.4	189	$1,369,201	142	$1,032,377
Contract Construction	158	76	48.1	115	$ 726,562	55	$ 349,476
Manufacturing	157	112	71.3	54	$ 272,652	38	$ 194,401
Transportation, Communication & Utilities	257	169	65.7	106	$ 722,089	70	$ 474,412
Wholesale & Retail Trade	704	408	57.9	547	$3,157,088	317	$1,248,954
Finance, Insurance & Real Estate	562	473	84.2	56	$ 310,798	47	$ 261,692
Services & Miscellaneous	608	117	19.2	497	$1,647,014	95	$ 316,227
Total Less Agriculture	2670	1524	57.1	1564	$7,205,404	893	$4,114,286
Total	3262	1594	48.9				

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[1] Source: U. S. Census 1960

[2] Source: Montana Unemployment Compensation Commission FL289 Supplement

[3] Extrapolated

the largest single employer with approximately 317 so working. Mining, which includes petroleum extraction and processing, accounted for 142 workers and was the second largest employer in this group. Services and Miscellaneous was the third largest employer with 95 people of the reporting category. It should be noted here that Cut Bank accounts for only 19.2 per cent of the County's estimated employment in this category, yet still is the third largest employer for City residents.

Retail Trade

Historically, Cut Bank has been the dominant trade and service center of Glacier County. The City accounts for nearly 60 per cent of all retail establishments within the County. Although the community is an independent agricultural-based trade center, it must compete with other larger trade centers in attracting retail expenditures. This section 1) defines the economic and trade areas in which Cut Bank functions, 2) assesses its current retail trade patterns, and 3) projects its potential retail demand for the years 1980 and 1990.

Current Retail Patterns

As with other comparisons used in this report, it was found that Cut Bank and Glacier County function in a larger grouping, in this instance, economically within a grouping of counties known as the Great Falls Trade Area, see Figure 9. The Great Falls Trade Area is one of the 15 trade areas which, in the aggregate, comprise the Montana Trade Area and base.[1] For comparative purposes, 1963 and 1968 were selected for analysis. 1968 is the most recent complete year for analysis purposes; 1963 is five years previous and a sufficient base for comparison purposes. In 1963, estimates of Montana total retail sales were $1,001,828,000. By 1968, sales had risen to $1,179,055,000, a 17.7 per cent increase in five years. The Great Falls Trade Area recorded an estimated 1963 retail sales total of $210,474,000. By 1968, this figure had risen to $223,094,000, a 6.0 per cent increase and significantly below that recorded by the State of Montana. Effective buying income is defined as personal income including net cash income, income in kind and imputed income; i.e., food raised and food consumed on the farm. It is generally comparable to the Government's term, "disposable personal income".[1] Effective buying income totals used herein are measures of potential and indicate the general buying power and the ability to buy.

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[1] John R. Borchert and Russell B. Adams, Trade Centers and Trade Areas of the Upper Midwest, Report No. 3, Upper Midwest Economics Study, Minneapolis, September, 1963.

Approximately two-thirds of a family's effective buying income is used for discretionary spending; i.e., retail sales. In 1963, the effective buying income for the State of Montana was $1,422,748,000. Retail sales accounted for 70.4 per cent of that figure. For the Great Falls Trade Area, the 1963 effective buying income was $273,152,000. 1963 retail sales comprised 77.1 per cent of that figure indicating that the Great Falls Trade Area spent more of its effective buying income on retail sales than did the State as a whole. By 1968, the State's effective buying income was $1,812,258,000, an increase of 65.1 per cent of that figure, a decline of approximately 5 per cent. In the aggregate, it would appear that wages and other personal income have increased substantially at the State level and, while retail sales increased as mentioned before, the proportionate share of discretionary dollars devoted to retail sales declined.

In 1968, the Great Falls Trade Area effective buying income totaled $337,701,000, an increase of 23.6 per cent in five years. Here, it would appear that the Great Falls Trade Area effective buying income increase has paralleled that of the State over the five-year period. In 1968, however, total retail sales accounted for 66.1 per cent of the effective buying income, a decrease of 11 per cent from the 1963 level. Table 14 on the following page shows the 1963 and 1968 levels of retail sales and effective buying income for the Great Falls Trade Area, Cascade County, and Glacier County.

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[1] Sales Management Survey of Buying Power, 1969, page VIII.

As discussed above, the Great Falls Trade Area represents the sphere of economic influence within which Glacier County and Cut Bank function. Table 14 lists the effective buying income, the total retail sales, the effective buying income per capita and the total retail sales per capita.

In 1963, Glacier County, with approximately 10 per cent of the Trade Area population, accounted for only 7.2 per cent of the Trade Area's total retail sales, or $15,084,000. The 1963 Glacier County retail sales represented 68.5 per cent of the County's effective buying income, approximately 8.6 per cent below the level for the Trade Area. Had Glacier County residents spent the proportional share of their buying income on retail purchases as did that of the parent Trade Area, retail sales in Glacier County would have amounted to $16,983,000, representing a potential loss of $1,899,000.

The five comparative categories; food, general merchandise, furniture, auto sales, and drug sales, recorded estimated 1963 sales of approximately $8,394,000.

Again, compared with the Great Falls Trade Area, these five categories could have theoretically recorded a 1963 sales level of approximately $10,000,000, or $2,000,000 more than apparently was the case. Translating this figure into a capture and loss illustration is useful in appraising the effectiveness of the County's business community in securing the discretionary spending available to it. In Figure 13, the figure 100 represents a sector of business capturing all of the dollars available to it. In 1963, Glacier County food sales accounted for 105.3 per cent of their potential; general merchandise, 73.9 per cent; furniture, 41.8 per cent; auto sales, 83.7 per cent; and drug sales, 76.2 per cent.

TABLE 14
RETAIL SALES PATTERNS
GFTA, CASCADE COUNTY, GLACIER COUNTY
1963, 1968

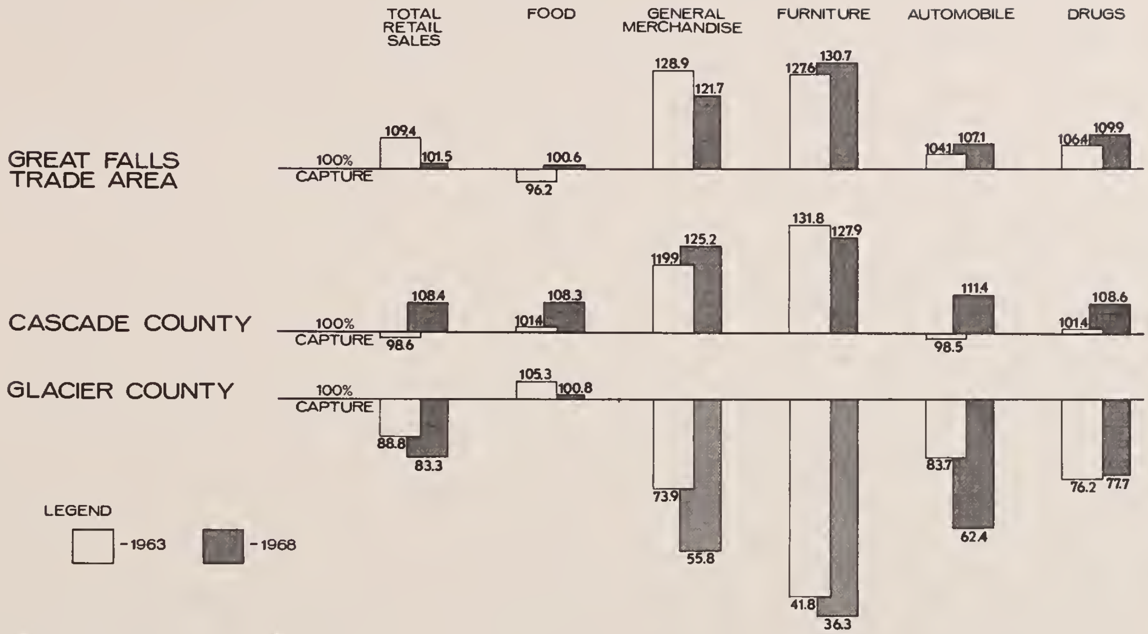
	EBI (000)	% Increase	Total Retail Sales (000)	% Increase	Population	EBI per Capita	% Increase	Total Retail Sales per Capita	% Increase
GFTA									
1963	273,152	-	210,474	-	127,200	2,147.42	23.2	1,654.67	5.7
1968	337,701	23.6	223,094	6.0	127,600	2,646.56		1,748.39	
CASCADE									
1963	185,481	-	141,072	-	82,200	2,256.46	22.2	1,716.20	15.2
1968	236,379	27.4	169,387	20.1	85,700	2,758.21		1,976.51	
GLACIER									
1963	22,027	-	15,084	-	12,700	1,734.41	21.3	1,187.72	24.4
1968	27,554	25.1	15,179	.6	13,100	2,103.36		1,158.70	

Source: Sales Management Survey of Buying Power, 1964 and 1969.

Cascade County, on the other hand, exceeded the 100 per cent level in four of five categories; food, 101.4 per cent; general merchandise, 119.9 per cent; furniture, 131.8 per cent; drug sales, 101.4 per cent. Auto sales, with 98.5 per cent, indicates a preference for local purchase perhaps due to warranty and service capabilities.

In 1968, Glacier County recorded retail sales of $15,179,000; 55.1 per cent of the effective buying income. This figure was 11.0 per cent below the norm for the Great Falls Trade Area. As in 1963, had Glacier County residents spent the proportionate share of their effective buying income on retail sales, the County would have recorded a sales level of $18,213,000.

This represents $3,034,000 of discretionary spending not entering the Glacier County economy. The five retail categories; food, general merchandise, furniture, auto sales, and drug sales, did $8,449,000, or slightly more than one-half of the retail sales recorded. Utilizing the 100 per cent base line, Glacier County business activity was; food, RETAIL SALES CAPTURE 1963, 1968



SOURCE: SALES MANAGEMENT SURVEY OF BUYING POWER AND HARSTAD ASSOCIATES INC.

Figure 13

100.8 per cent; general merchandise, 55.8 per cent; furniture, 36.3 per cent; auto sales, 62.4 per cent; drug sales, 77.7 per cent of theoretical potential sales. Cascade County again recorded sales well in excess of their allocated share indicating a dominance or capture market substantially larger than their immediate County; food, 108.3 per cent; general merchandise, 125.2 per cent; furniture, 127.9 per cent; auto sales, 111.4 per cent; drugs, 108.6 per cent.

Future Retail Demand

The extent of future demand for "Retail Services" in Cut Bank will depend upon its ability to attract a greater percentage of retail expenditures from its primary trade area and to retain the expenditures of a growing population. Although as an agricultural trade center, Cut Bank cannot justify a major department store or regional shopping center, steps can be taken to maximize the community's effectiveness in attracting a reasonable share of both convenience and shoppers' goods expenditures. This section attempts to 1) identify those areas where local business is not realizing a good capture rate for selected expenditures, 2) forecast future demand and potential capture rates for selected retail categories, and 3) relate the required net floor area (sales space) necessary to accommodate this demand

Assumptions - Unfortunately, current retail sales data are not reported for Cut Bank Therefore, there is no direct measure of the City's current rate of capture in retail expenditures. Because Cut Bank is the dominant retail center serving Glacier County, certain trends can be identified from County-wide experiences. Based on known trade patterns, the following assumptions have been used in forecasting future demand for selected retail service in Cut Bank

1. The City's primary market area encompasses all of its population along with 50 per cent of the balance of Glacier County.

2. Cut Bank's business and civic leaders desire to upgrade their existing business district to improve current capture rates of market retail expenditures.

3 Population forecasts for Cut Bank will be realized.

4. Current local, state, and national economic trends will continue during the forecast period (viewing the current economic slowdown as temporary in nature).

This evaluation of Cut Bank's future retail demand is limited to selected convenience (daily consumption items including food, drugs, and the like) and shoppers' goods (durable items purchased infrequently--not on a daily basis--such as clothing, furniture, appliances, etc.) Office and highway commercial land uses are not considered.

Generally, the two key measures of a community's ability to retain convenience goods expenditures are those of food and drug sales. It appears that Cut Bank's current food sales are in line with its market potential. Projected food expenditures of $3,675,000 and $4,572,000 for the years 1980 and 1990, respectively, will require an increase in existing net floor space from 26,408 square feet to 33,500 and 41,600 square feet. Interestingly, drug sales, which generally parallel food sales, fall far short of the market area potential. Stepping down from a 100 per cent market capture rate to 80 per cent for drugs, the City's supportable floor area in drug sales space is approximately 9,500 square feet. The business district presently has only 2,440 square feet of net sales space in drug stores. This would indicate that the existing facilities likely realize a higher than average sales per square foot and that a substantial percentage of potential sales are lost to other trade centers. Projected potential drug sales of $526,000, and $672,400 for the years 1980 and 1990, respectively, will support approximately 10,300 and 13,400 square feet of usable floor space, see Tables 15 and 16.

Hardware facilities appear to be adequate to meet current market demand. However, it is well advised to evaluate the efficiency of existing operations to determine areas for potential improvements in efficiency.

Typically, rural retail centers will fall short of their potential retail sales in shoppers' goods. General merchandise, which includes department stores, is the key element for measuring a business district's rate of capture in shoppers' goods. Here, Cut Bank performs better than would be expected with 22,808 square feet of sales space where approximately 32,000 square feet could be justified. Currently, as the excess potential increases, the opportunities to expand existing facilities or to attract a new operation are enhanced. By 1980, potential sales in this category should reach $1,837,500, which will support 36,000 square feet of usable floor space, increasing to $2,641,600 and 44,000 square feet by 1990 (see Tables 15 and 16). It is in this area that a community can create an improved image for generating additional retail expenditures throughout its business district. The addition or expansion of a junior department store can be of substantial benefit to all local retail facilities. The

TABLE 15
PROJECTED RETAIL SALES
CUT BANK
1980 and 1990
(in '000's)

		1980			1990	
Convenience Goods	Potential Expenditures	Estimated Capture in %	Potential Sales	Potential Expenditures	Estimated Capture in %	Potential Sales
Food	3,675	100	3,675	4,572	100	4,572
Drugs	682.5	80	526	840.5	80	672.4
Variety	420	70	294	571.5	70	400
Hardware and Building Materials	735	70	514.5	952.5	70	668.5
Shoppers' Goods						
General Merchandise	2,625	70	1,837.5	3,302	80	2,641.6
Apparel	737.5	70	516.3	952.5	80	762
Furniture	787.5	70	551.3	1,016	70	711.2
Other	737.5	70	516.3	952.5	70	666.8

All figures based on 1968 value of the dollar.

Source: Harstad Associates, Inc., 1970.

TABLE 16
PROJECTED RETAIL SPACE REQUIREMENTS
CUT BANK
1980, 1990

		1980		1990	
Convenience Goods	Sales per Sq. Ft.[1]	Potential Sales (in $000's)	Net Floor Area	Potential Sales (in $000's)	Net Floor Area
Food	110	3,675	33,500	4,572	41,600
Drugs	50	526	10,300	672.4	13,400
Variety	35	294	8,400	400	11,400
Hardware and Building Materials	35	514.5	14,700	668.5	19,100
Shoppers' Goods					
General Merchandise	60	1,837.5	36,000	2,641.6	44,000
Apparel	50	516.3	10,300	262	15,200
Furniture - Appliances	35	551.3	15,800	711.2	20,300

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[1] Refers to net sales space.

All figures rounded to nearest 100.

Source: Harstad Associates, Inc., 1970.

increasing potential, however, does not warrant immediate action to build additional floor space.

The remaining two key shoppers' goods categories of Apparel and Furniture and Appliances appear to be adequately covered by existing local operations. Estimated floor area for this type of facility exceeds the projected need within the market area. Either these operations are experiencing very low sales per square foot, or they are attracting a much greater percentage of retail expenditures than are the other types of stores.

Conclusions - The greatest opportunities for attracting additional retail expenditures to the Cut Bank business district appear to lie in drug and department store facilities during the forecast period to the year 1990. As new sales space is added, efforts should be made to develop image building features which will benefit the entire community. Other opportunities in the professional-medical office space and highway commercial (i.e., drive-in movies, bowling lanes, and the like) should be evaluated in detail to determine the existence of any special needs. Should unexpected population increases occur, the above estimates must be updated accordingly.

COMMUNITY FACILITIES

INTRODUCTION

Cut Bank will, in all probability, continue to remain the focal point for Glacier County, not only on the basis of its population but also in terms of its community facilities and public services. The City of Cut Bank, representing Glacier County as the County Seat, houses all the resulting County offices, is the headquarters for the Glacier County Library, and also offers the only complete hospital services available in the County As a result, the City of Cut Bank has a service area beyond the City itself, extending to the entire population of Glacier County. This necessitates additional responsibilities and demands in terms of community facilities than would normally be the case for a city of its size and doubles the need for a close evaluation of the specific community facilities on the County and City level, including schools, fire and police protection, park and recreation, and library facilities, in order to insure the provision of adequate facilities in the future.

FIRE PROTECTION FACILITIES

A cost-efficiency evaluation of fire protection facilities is an inadequate means of judging a public service directly related to the most valued segments of the community; namely, human life and property. Fire protection facilities should not, therefore, be measured solely in economic terms but should be determined by a balance between the type of equipment needed for adequate protection coupled with the community's financial ability.

Cut Bank does not have a fire station as such nor are there any full-time personnel responsible for the operation of the department. The two pumpers and three equipment trucks are housed in two buildings on the same site. The fire department shares the City Hall and the police station. Combining these two sites, the fire department occupies a total of approximately 2,200 square feet on an unexpandable site.

The fire department is made up of 25 volunteer firemen and five pieces of major equipment (see Table 17) varying in condition from fair to excellent. In terms of fire protection ability, the City has adequate water coverage provided by hydrants covering most of the City and two pumpers and two tankers. The quantity of water is only 90 per cent adequate and comes from the Cut Bank River The service area covers all of the City within the two-mile radius recommended by the National Board of Fire Underwriters for medium density residential areas and protects the high value downtown commercial and industrial center within the minimum 3/4 mile standard for high density, high value commercial and industrial areas. The City presently maintains a Class 6, Division B rating with the major deficiencies being in their water supply and reservoir pumping facilities. Another major difficulty is the problem of access to the northern section of the City, across the railroad tracks. The tracks form a man-made barrier, inhibiting adequate protection to that portion of the City.

TABLE 17
CITY OF CUT BANK FIRE DEPARTMENT
EQUIPMENT INVENTORY
1969

Type of Equipment	Year Manufacture	Pumping Capacity	Condition (excellent, good, etc.)
Pumper	1968	1,000 GPM*	Excellent
Pumper	1957	1,000 GPM	Excellent
Rural Grass	1967	500 Gal.	Excellent
Booster	1941	500 GPM	Good
Hose Truck	1934		Fair

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*GPM - gallons per minute

Source: Cut Bank Fire Department

Considering the relatively small service area, the location, and the fact that most of the area is covered by hydrants, the existing station arrangement and equipment are adequate to meet the present and probable future needs of Cut Bank. The present site is excellent, with access opening on two cross-traffic streets and is located in the central business district between the commercial and industrial areas. However, in view of the space demands required by the police department and the relatively small investment the fire department has in the present site, the possibility of relocating the equipment on another site in the same vicinity should be considered.

LIBRARY FACILITIES

A community facility, not necessarily needed for public protection but which provides for the development of the community through its citizenry, is the library. Cut Bank is the headquarters for the Glacier County Library System which has two stations located at Browning and East Glacier. The headquarters library also stocks all the rural school libraries in the County. The library system has an inventory of 43,000 volumes and an annual circulation of 100,000. The circulation ratio* of 1.33 is slightly above the minimum rate deemed necessary for economical branch library operations.

The Cut Bank library building was originally constructed in 1957 and consists of two floors, the main street floor and a basement. The main floor houses the stacks, offices, and reading rooms, with the basement used for meeting rooms and storage facilities. As the basement is used by the public, this arrangement is not totally desirable due to problems in supervising a basement-type area. However, the present space is adequate in terms of existing service requirements and there is room for expansion of the facility on its present site.

The Cut Bank library is located a block away from the main commercial and business center of the City and County. This is an excellent location and in keeping with present library location theories in that it is convenient, easily accessible, and located within the main activity center of its service area.

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*Defined as the ratio of annual circulation to 75,000 or the minimum annual circulation found as economical for branch library operations. Library Location Plan, King County Planning Department, July, 1965.

As the Cut Bank library is the headquarters for the Glacier County Library system, its service area extends beyond the City of Cut Bank. Because of this, any standards used to determine its present adequacy must consider its overall service area Standards presently being used for guiding library requirements developed by the American Library Association are listed in Table 18.

TABLE 18
LIBRARY FACILITY STANDARDS

Population	Volumes per Capita	Circulation Volumes per Capita	Total Square Feet per Capita
10-35,000	2-3/4 - 3	9.5	.6 - .65

Source: The Small Public Library, Joseph L. Wheeler, No. 13 in Small Libraries Project, Chicago, Illinois, Library Administration, Division of American Library Association, 1963

Using the standards presented in Table 18 and the 1970 population for Glacier County, an assessment can be made as to the adequacy of the Cut Bank library facility in terms of number of volumes, circulation rate and floor area

TABLE 19
RATING OF EXISTING FACILITY
CUT BANK LIBRARY
1969

Population Served 1970	No of Volumes per Capita		Circulation per Capita		Square Feet per Capita	
	@ 3	Exist	Cir.	Exist.	@ .65	Exist.
12,000	36,000	43,000	9.5	8 1	7,800	8,000+

Source: Harstad Associates, Inc.

As shown in Table 19, the Cut Bank library is sufficient in terms of book stock and floor area, but the circulation rate was slightly below that considered desirable for its total service area population.

The Glacier County Library system suffers a problem common to most rural county library systems; a lack of sufficient funds. This is a product of a low tax base resulting from the sparse populations in such areas. Normally, the revenue in these situations is insufficient for library operating purposes.

COUNTY AND MUNICIPAL BUILDINGS

County and municipal buildings are important not only in their solely functional aspect but also as traditional sites of civic and community endeavor. More than any other single physical entity, they represent the community and stand as the focus of community action and spirit.

The Glacier County Court House, located in Cut Bank, houses all the administrative offices for the County. The Court House, built in 1938, is a three-story brick structure consisting of a basement and two ground floors, all of which are presently in use. The building occupies approximately 20,000 square feet, is structurally sound and well maintained. It is functionally adequate for administrative uses. The sheriff's quarters, specifically incarceration facilities, are inadequate and should be expanded.

The municipal counterpart to the Court House is the City Hall. The Cut Bank City Hall is presently located in conjunction with the fire and police departments. These offices jointly occupy two buildings. The City Hall is a two-story structure, including a basement, court and meeting room, covering approximately 3,900 square feet which contains the administrative offices for the City, with one-quarter of the ground floor being used to house equipment belonging to the fire department.

The other building on the site houses the remaining fire department equipment along with the police department and city jail. Here, both administration and incarceration facilities are inadequate. All usable space is occupied and there is a lack of space for interrogation offices, storage files and equipment and, particularly, a lack of cell space. The City jail is used for detaining women prisoners of both the City and County. There is little ability to separate juvenile from adult, male from female, violent from helpless.

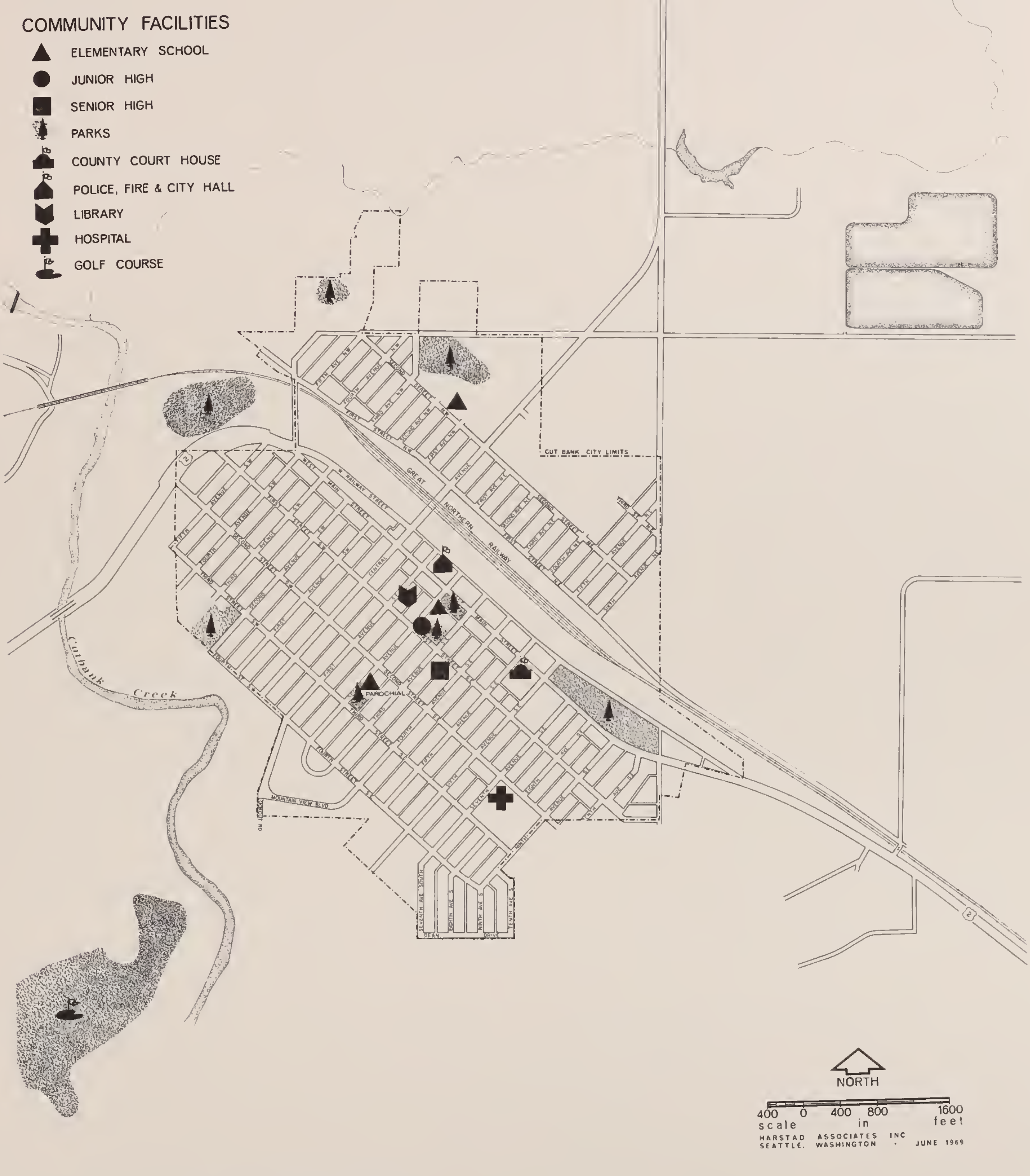
There are several possible solutions to this problem, all of which entail altering the present arrangement either through expansion or relocation of various departments. Either the two buildings could be remodeled, expanded and re-organized, the fire department equipment could be relocated elsewhere in the same vicinity, or the City and County offices could be combined, thereby gaining a more efficient utilization of the existing space, buildings, and other various facilities. The most effective would probably be a combination of all three solutions which would create essentially a County-City complex utilizing both existing sites with expansion of the two buildings located at the City Hall. This would also entail the relocating of the fire department to other buildings in the same vicinity. Possibly, two locations could be used or a new site for the entire department could be found.

PARKS AND RECREATION

Cut Bank is uniquely located in terms of recreational activities. From Cut Bank, it is just over one hour's drive to Glacier National Park, the Flathead National Forest, and the Continental Divide. This nearness to natural preserves should not, however, be an excuse for neglecting the community's own open space and recreational needs within the City itself. Present and future populations in Cut Bank require their own recreational land for their daily enjoyment.

An inventory of Cut Bank's existing recreational facilities, Table 20, shows that there are approximately 87.9 acres of recreational land account-

CUT BANK - GLACIER COUNTY
URBAN AREA



Project No. Montana P-36. Prepared under Contract for the Department of Planning and Economic Development, State of Montana, and the Cut Bank-Glacier City-County Planning Board. The preparation of this map was financed in part through the Urban Planning Grant from the Department of Housing and Urban Development, under provisions of Section 701 of the Housing Act of 1954, as amended.

Figure 14

ing for 10.9 per cent of the total developed land area. This includes four educational playfields located on school grounds, two ballfields, a golf course, one neighborhood park, and one city park.

TABLE 20
EXISTING RECREATIONAL FACILITIES
CUT BANK
1969

Type	Total Acres
Educational Playfields	9.0
Ballfields	13.0
Neighborhood Parks	3.3
Community Parks	10.4
Golf Course	52.2
	87.9*

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*It should be noted that the 87.9 acre total includes at least 53 acres of private or semi-private land, including the golf course and parochial school. It cannot be assured that this land will remain in the recreation land supply over the planning period.

Source: Harstad Associates, Inc.

One method of measuring the adequacy of recreational facilities is to develop standards based on the community's population. Recreational requirements based on population levels, however, can only be used to determine minimum requirements. Additional demands must always be seen in relation to the specific needs of the community itself. Setting up such standards for Cut Bank on the basis of existing and anticipated population levels over the planning period gives a general indication of present and future recreational land deficits. Table 21 lists the standards that have been developed for Cut Bank.

TABLE 21
POPULATION-ORIENTED OPEN SPACE STANDARDS FOR LAND ACQUISITION AND TYPICAL MINIMUM FACILITY UNIT

Area	Minimum Recommended Standard (Ac. per 800 pop.)	Acres	Service Area
Playfield	1	5 - 15	1/2 mile radius
Neighborhood Parks	1	3 - 7	1/3 mile radius
Community Parks		not less than 10	

Source: Harstad Associates, Inc.

Table 22 shows a breakdown of the existing recreational facilities by acreage. An assessment of the facilities is made on the basis of the above standards. Also included are the number of acres of each type that are presently needed or will be needed by 1990 on the basis of anticipated population levels.

TABLE 22
RECREATIONAL LAND DEFICIT
CUT BANK
1970, 1990

Type	Existing Acres	1970 Population[2]	Min. Rqmt. @ 1 Ac. per 800 Pop.	1990 Population	Min. Rqmt. @ 1 Ac. per 800 Pop.
Playfields[1]	22.0	4,600	+16.3	7,400	+12.8
Neighborhood Parks	3.3		- 2.4		- 5.9
Community Parks	10.4				

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[1] Educational playfields are included.

[2] Population estimates

Source: Harstad Associates, Inc.

The above table shows that while sufficient acreage has been devoted to playfields, the community has tended to neglect the development of neighborhood parks. At present, in terms of population, there is a deficit of land utilized for neighborhood parks of 2.4 acres which will increase to 5.9 acres by 1990.

SCHOOLS

Among Cut Bank's community facilities, perhaps those most urgently dependent on good planning are the schools. The following pages contain a brief discussion of past enrollment trends, a survey of existing school plants and enrollment characteristics, and grade-group-specific enrollment projections for 1975 and 1990. Finally, projections are compared with present community planning standards to show needed new teaching stations over the planning period.

Past Enrollment Trends

A brief look at the historic trend in Cut Bank School District No. 15 enrollment is useful both as a measure of existing enrollment characteristics and as a source of evidence for enrollment projections. Table 23 shows grade-group-specific past enrollment trends from 1956 to 1990. Figure 15 is a graphical representation of that data. The most significant observable trend over the 12-year period is that overall district growth has been relatively steady up to 1965 after which it has leveled off considerably at all grade group levels, particularly in the elementary grades 1 through 6. Over the nine-year period from 1956 to 1965, total district enrollment increased by about 50 per cent, or at an annual growth rate of between 5 and 6 per cent. After 1965, the rate of enrollment growth has tended to level off to less than 1 per cent per year. Growth has generally been steadiest in the high school grades 9 through 12 with middle school grades 7 through 8 showing the most erratic fluctuations.

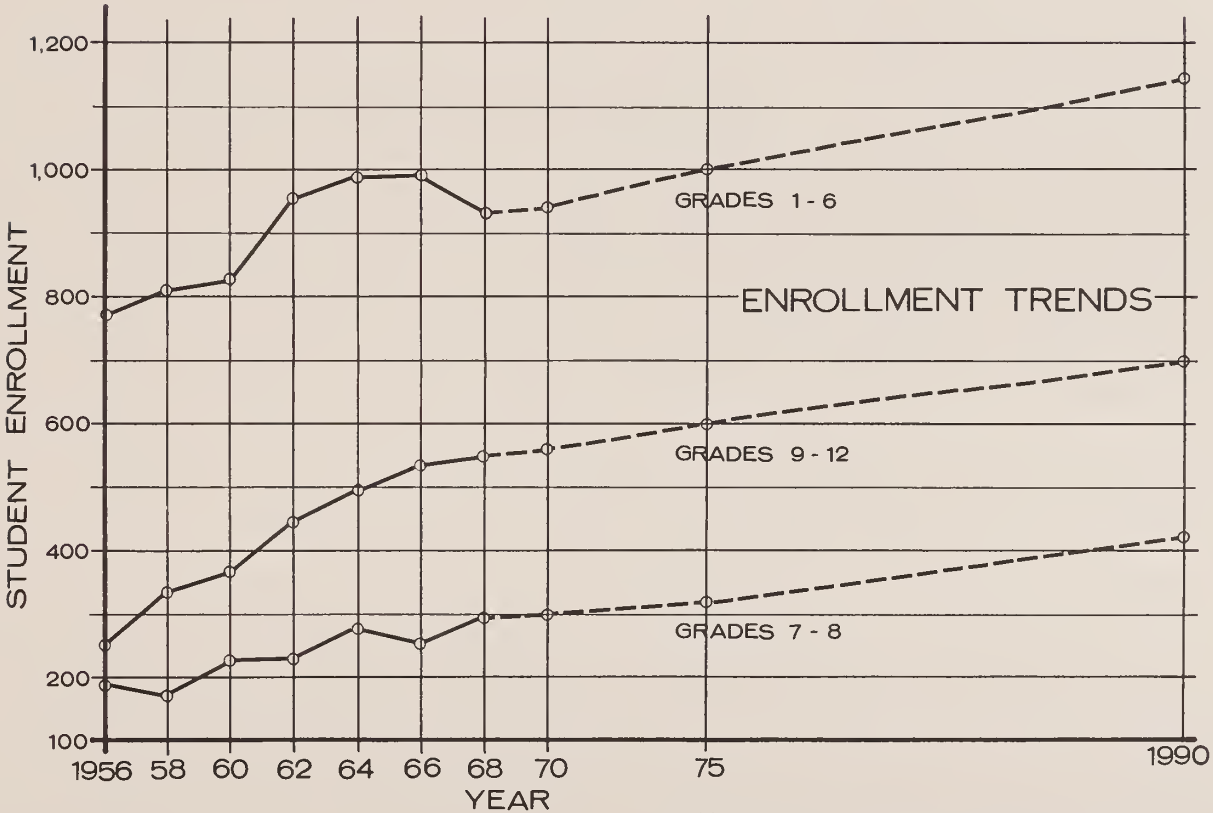
Enrollment Projections

Expected future population growth and past enrollment trends are two significant factors that have been applied in the projection of future enrollment of the Cut Bank School District. As population grows in the Greater Cut Bank Area, so too, will its enrollment. There is a direct and very useful relationship between population growth and enrollment growth, the nature of which may be determined by comparing the percentages of school age children among the district's total population for several representative years in the past. If this percentage proves to be relatively constant, it may be applied directly as a "generation constant" to project enrollment, along with population, over the planning period. If the percentage of children in the population is changing, as is the case in Cut Bank School District No. 15, total enrollment projections must be adjusted to coincide with the observed--and probable future--changing "generation" capacity of projected populations. Addi-

TABLE 23
GRADE-GROUP-SPECIFIC ENROLLMENT TRENDS
CUT BANK SCHOOL DISTRICT NO. 15
1956 to 1990

Grade	1956	1958	1960	1962	1964	1966	1968	1970	1975	1990
1 - 6	771	812	830	959	988	992	933	940	1,000	1,140
7 - 8	189	172	225	228	278	254	295	300	320	420
9 - 12	252	338	366	441	497	535	549	560	600	700
Total	1,212	1,322	1,421	1,628	1,763	1,781	1,777	1,800	1,920	2,260

Source: Cut Bank School District No. 15



SOURCE : CUT BANK SCHOOL DISTRICT
PROJECTIONS : HARSTAD ASSOC., INC.

Figure 15

tional clues to probable future school enrollment are found in an analysis of the changing age structure of the population as a whole. This data, applied in conjunction with a grade-specific cohort-survival table, yields useful short-term (3 to 6 years) projections. Another approach is to mathematically extend the computed rate of change from the past enrollment trend out to the selected projection years. Overlying all of these methods, an assessment must be made of the potential economic growth of the planning area. All of these methods have been applied and the result compared to produce the figures that appear in Table 23. Figure 15 shows single line graphical representation of growth from 1956 to 1990 for a comparison with the projected figures. Note that both the 7 through 8 middle school and 9 through 12 high school grade groupings are expected to level off considerably, particularly the high school grades. Elementary enrollment is expected to increase at about the same rate as over the past several years. This differentiation in grade-group projections is due primarily to a change in the age structure of the Cut Bank community. There is considerable evidence to show that the Cut Bank population is increasing both in the very young and the very old age groups. At the same time, middle-aged groups predominate among out-migration totals for the Glacier County area as a whole.

Existing Facilities

The 1969 School District No. 15 enrollment of 1,777 is housed in two elementary schools, a middle school, and a senior high school, accommodating grades 1 through 6, 7 through 8, and 9 through 12, respectively. Table 24 opposite lists significant plant characteristics of these existing facilities. Teaching stations are usually classrooms but may also include other spaces where a class may be gathered for instructional purposes. The site acreage column shows all four schools below the minimum recommended acreage based on a standard of 5 acres plus an additional acre for each 100 enrollment at the elementary level and 10 acre minimum plus an additional acre for each 100 enrollment at the middle school and high school levels. By these standards, Anna Jeffries shows a deficit of one acre, Southside Elementary, 4.5 acres, the junior high school nearly 12.7 acres, and the high school 13.5 acres.

TABLE 24
CUT BANK SCHOOL DISTRICT NO. 15
INVENTORY OF EXISTING PLANT FACILITIES
1969

School	Teaching Stations	Site Acreage	Recommended Minimum Acreage	Acreage Deficit	General Condition of Structure
Anna Jeffries	12	7.0	8.0	1.0	
South Side	19	4.5	9.0	4.5	
Middle School	10	0.3	13.0	12.7	built, 1963
High School	18	2.5	16.0	13.5	built, 1937 major repair, 1959

Effect of Enrollment Projections on Existing Plant Facilities

Table 25 shows the effect of 1975 and 1990 enrollment projections in terms of enrollment over capacity for each of the District's four plant facilities. Planning capacity with which to compare projected enrollments has been computed for each school on the basis of existing community standards and the desirable number of students per teaching station. At the elementary level, the standard is 22 students per teaching station, at the middle school level, 28, and at the high school, 25. This results in a plant capacity for 682 elementary students, 280 middle school students, and 450 high school students among existing facilities. By these standards, in 1969, there were already 365 "unhoused" students in excess of rated capacity, 251 elementary students, 15 middle school students, and 99 high school students. By 1975, these figures will have increased to 318, 40, and 150, respectively. Table 26 translates these figures into teaching station demand for 1969, 1975, and 1990 as a better measure of the construction requirements for the school district at those

TABLE 25
EXISTING AND PROJECTED PLANT ENROLLMENT CHARACTERISTICS*
CUT BANK SCHOOL DISTRICT NO. 15
1969, 1975 and 1990

School	T. S.	Planning Standard	Planned Capacity	1969 Enroll.	1969 Over Capacity	1975 Enroll.	1975 Over Capacity	1990 Enroll.	1990 Over Capacity
Anna Jeffries Elementary	12	22 Students per T. S.	264	361	97	387	123	441	177
South Side Elementary	19	22 Students per T. S.	418	572	154	613	195	699	281
Elementary Total	31	22 Students per T. S.	682	933	251	1,000	318	1,140	458
Middle School	10	28 Students per T. S.	280	295	15	320	40	420	140
High School	18	25 Students per T. S	450	549	99	600	150	700	250

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*Assuming the continuation of the District's present student per teaching station planning standards.

Source: Harstad Associates, Inc.

points in time. Note that an additional 17 teaching stations would be needed by 1969 to meet the community standards and that, by 1975, an additional 22 will be necessary and, by 1990, 36 will be needed.

TABLE 26
EXISTING AND PROJECTED PLANT CAPACITY DEFICITS
CUT BANK SCHOOL DISTRICT NO. 15
1969, 1975 and 1990

School	Capacity	1969 T. S. Demand	1969 Needed Additional T: S.	1975 T. S. Demand	1975 Needed Additional T. S.	1990 T. S. Demand	1990 Needed Additional T. S.
Elementary	31	42.4	12	45.4	14	51.8	21
Middle School	10	10.5	1	11.4	2	15.0	5
High School	18	21.9	4	24.0	6	28.0	10
Total	59	74.8	17	80.8	22	94.8	36

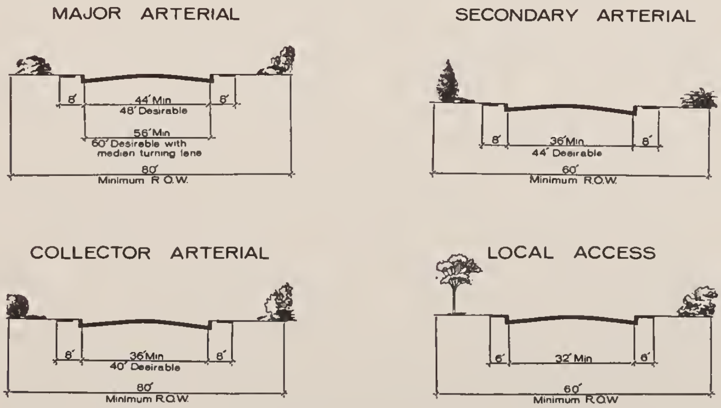
Source: Harstad Associates, Inc.

THOROUGHFARE STUDY

INTRODUCTION

In this first phase report, the Cut Bank thoroughfare network is to be identified and studied with respect to developing a circulation system for the comprehensive plan to be undertaken in Phase 2. The customary first step in thoroughfare studies is the establishment of certain classifications, definitions, and design standards. Standards vary with the community and even with the agencies applying them to the same community. For example, the definition of an arterial would be more stringent in Great Falls than in Cut Bank; Main Street would be a primary arterial in Cut Bank's classification system but perhaps only a secondary highway in the State's system. The definitions and standards found in Appendix D represent generally accepted terminology modified to have greater practical application to a community such as Cut Bank. The design standards are then applied to the streets that compose the arterial network in order to determine their adequacy in terms of present and anticipated traffic volumes, pavement width, pavement type and condition, right-of-way and other factors. The classifications, definitions, and design standards for arterial streets are shown graphically in Figure 16 below.

STREET STANDARDS



SOURCE. HARSTAD ASSOCIATES INC

Figure 16

EXISTING TRAFFIC CONDITIONS

Traffic flow in Cut Bank can be characterized as a backbone (Main Street) with ribs (local access streets) type network. Main Street is the principal arterial carrying both tourist and farm-to-market traffic into and through Cut Bank from outside the planning area as well as collecting local traffic for distribution elsewhere along its length. Traffic volumes are, at times, congested, especially with peak tourist traffic combined with morning, noon, and evening local peak traffic. Traffic volumes have been assembled for 15 locations along Main, Railroad, and Central in the Cut Bank planning area. These volumes, together with projections for 1975 and 1990, are shown in Table 27 and Figure 17. Projected volumes are predicated on the assumption that no major street improvements are made and no new routes are constructed through 1990.

TABLE 27
AVERAGE ANNUAL TRAFFIC VOLUMES
CUT BANK
1968, 1975, 1990

Ref. Number	Street Name	Location	Average Annual Daily Traffic 1968	1975	1990
1*	E. Main Street	East of Town	2,800	3,700	7,300
2*	E. Main Street	East of 4th Avenue S. E.	5,800	6,900	10,800
3*	E. Main Street	East of Central Avenue	6,100	7,500	11,400
4	W. Main Street	West of Central Avenue	4,950	6,200	10,000
5	W. Main Street	West of 3rd Avenue S. W.	3,850	4,900	8,400
6*	W. Main Street	West of Town	2,600	3,500	7,000
7*	Railroad Street	West of East Main Street	1,500	2,250	5,400
8	Railroad Street	East of 5th Avenue S. E.	2,050	2,900	6,400
9	Railroad Street	East of Central Avenue	3,600	4,600	8,500
10	Railroad Street	West of Central Avenue	3,150	4,100	8,000
11*	Railroad Street	East of West Main Street	1,900	2,800	6,700
12*	North Central	North of Town	2,200	2,800	4,500
13	North Central	North of G. N. Tracks	4,350	5,650	7,500
14	North Central	North of Main Street	2,850	4,000	6,500
15	South Central	South of Main Street	2,550	3,300	5,200

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*1955 and 1961 count data available.

Source: 1968 figures, Montana State Highway Department
Projections, Harstad Associates, Inc.

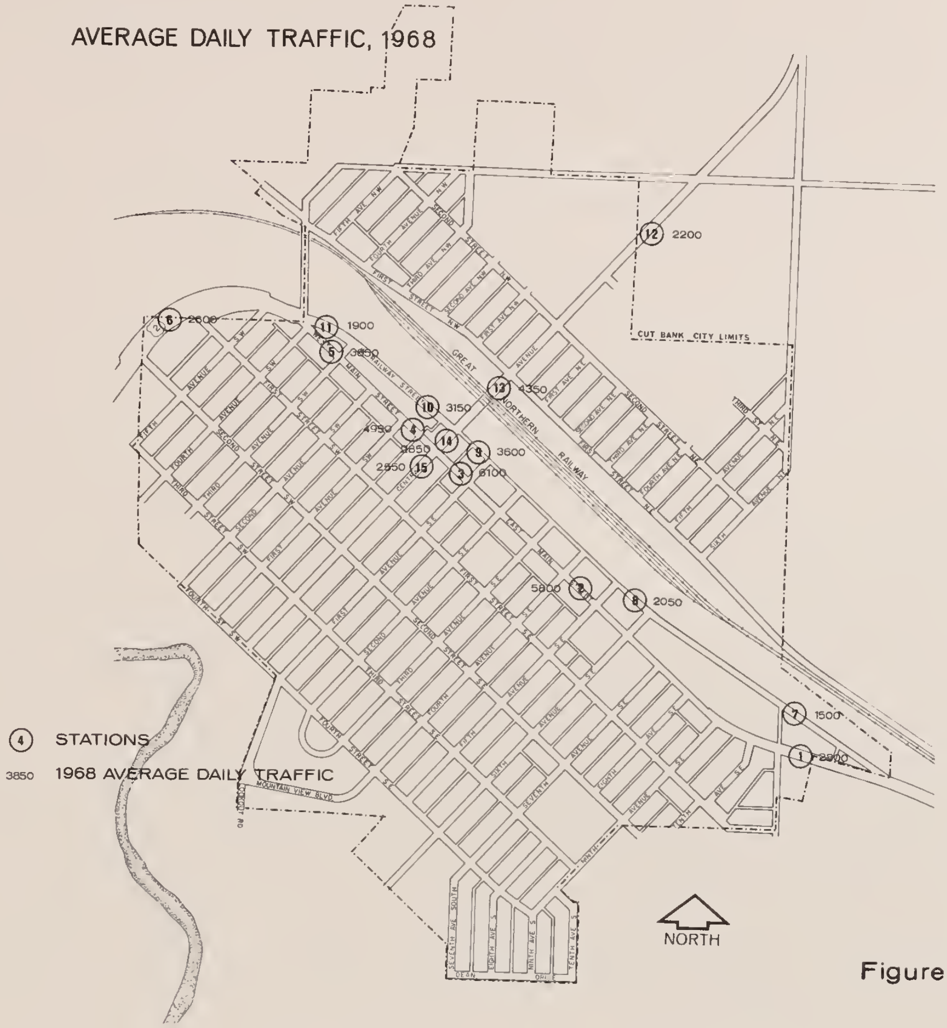


Figure 17

The physical characteristics of roadways in the Cut Bank Planning Area were inventoried to ascertain the present condition and adequacy of these facilities in relation to volumes projected in Table 27. Generally speaking, this analysis revealed that, except for Railroad Street, pavement type and condition is generally good. The pavement width was found to be minimum or slightly below minimum except for residential or local access streets. Rights-of-way are generally 60 feet except for portions of Railroad Street. This width is adequate on all roads except for Main Street and Railroad Street. Additional right-of-way does not appear to be readily available, particularly on Main and Railroad Streets.

SELECTED STREET ANALYSIS

Comparing the standards of Appendix D and Figure 15 with the existing Cut Bank street system reveals certain deficiencies.

Main Street - 1968 volume counts indicate that Main Street is over capacity. On the basis of projected traffic volumes, consideration will have to be given for the provision of four lanes of moving traffic between 1975 and 1980.

Central Avenue - Central Avenue is the only north-south street crossing the Great Northern tracks. The at grade conflict with the railroad tracks presents a potential accident problem for both vehicles and pedestrians. Every train that stops in Cut Bank results in closure of Central Avenue to traffic by the automatic crossing control device, if not by the trains themselves. This, plus daily switching, means that Central is closed to traffic for frequent intervals as long as six minutes in duration. These delays are of major concern to both police and fire protection agencies.

Railroad Street - Although Railroad Street does not merit classification as an arterial street, consideration is necessary due to its role as an important commercial access street as well as its potential for future arterial street planning. Railroad Street is considerably below these standards. The street is narrow, its surface irregular, has no curb and gutter, and limited sidewalk.

COLLECTOR ARTERIALS

Collector arterials provide access into neighborhoods from high traffic flow primary arterials and serve major traffic generators such as the hospital and the schools. A properly developed collector arterial system reduces the traffic volume that would otherwise be found on local access neighborhood streets. During this study, a potential role as a collector arterial was considered for Central Avenue from Main to Fourth, Seventh Avenue S. E. from Main Street to Fourth Street S. W., Fourth Street S. W. and Second Street from FAS 2 to Ninth Avenue S. E.

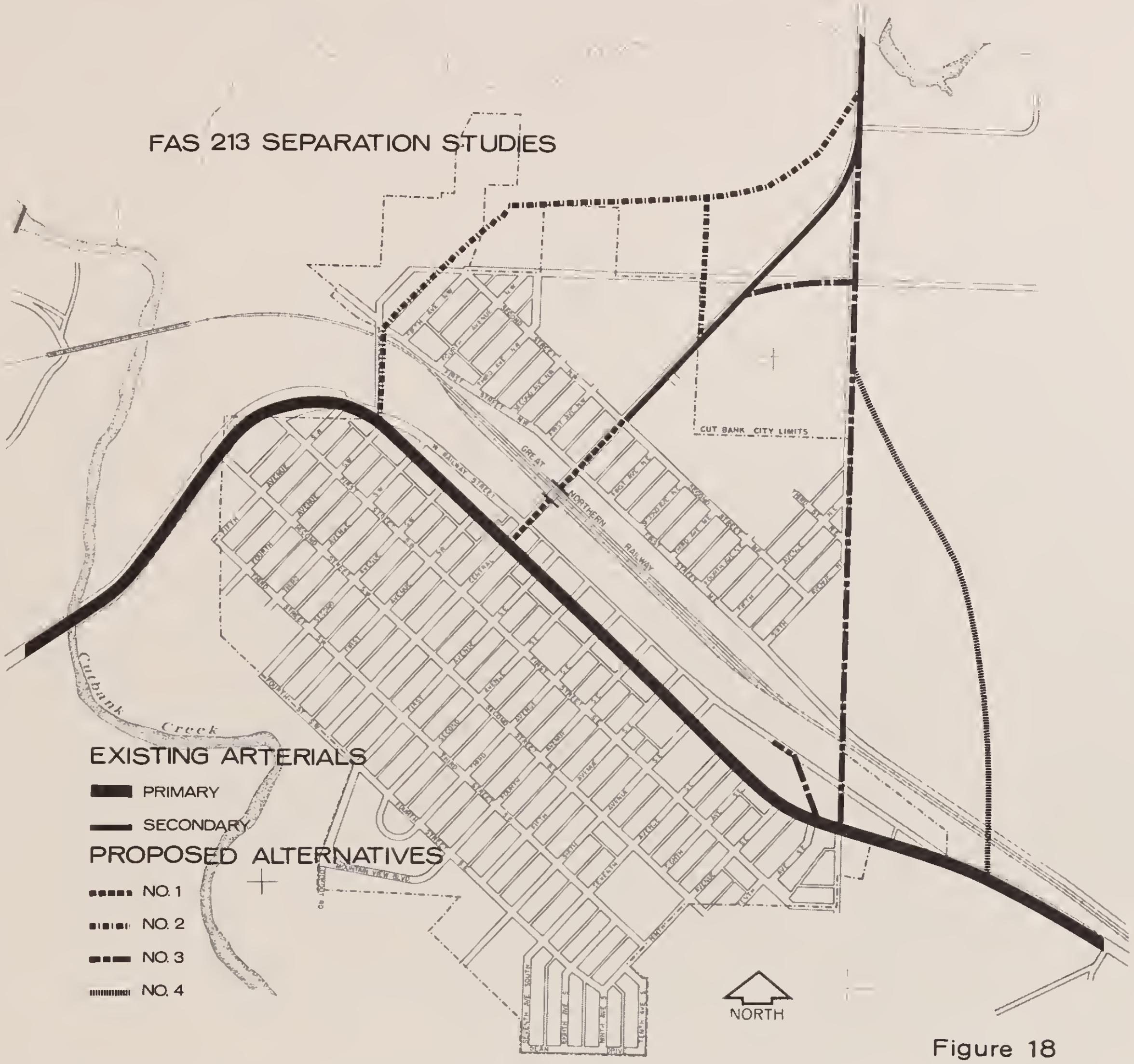


Figure 18

HIGHWAY DEPARTMENT SEPARATION STUDIES

Alternate solutions for separating FAS 213 and the Great Northern were prepared by the Pre-Construction Division of the Montana State Highway Commission. The purpose was to investigate means of improving access between the two portions of the City. Four routes were studied. The undercrossing at Central was considered the best solution; however, several factors argue against that choice. Among them is the denial of access to Central from Railroad Street, steep grades, and high cost. The overcrossing near the football field was favorably considered against a future bypass of U. S. 2 to the south of the City. The development of the comprehensive plan should address itself to the bypass consideration. It is premature at this time to say which bypass is desirable. The effect on the business community, community facilities locations, and a one-way couplet system must be considered.

RECOMMENDATIONS

In the light of the foregoing discussions, certain recommendations are presented here for consideration prior to inclusion in the comprehensive plan.

FAS 2

1. Widen Main Street to 44 feet with 6 foot sidewalks on both sides and remove parking.
2. Form a one-way couplet with Railroad Street containing a 36 feet wide street on Main Street and widen Railroad Street to 36 feet or 40 feet and allow parking on both sides of the street.
3. Reconstruct Railroad Street to 44 foot widths for two-way traffic and use an alternate to Main Street as the State routes.
4. Bypass Cut Bank to either the north or south of the urban area with major interchanges feeding a business route.

Central Avenue

1. Construct a pedestrian overcrossing on Central Avenue and provide additional vehicle access at grade for the exclusive use of emergency vehicles elsewhere along the right-of-way.

Circulation from Residential Areas

1. Develop Fourth Street between Central Avenue and Seventh Avenue as a collector arterial including additional construction between First Avenue and Central.
2. Develop Seventh Street between Fourth Avenue and Railroad Street as a collector arterial.
3. Develop Second Street as a collector arterial from the Highway to Ninth Avenue N. E.
4. The development of a collector arterial north of the Great Northern Railroad tracks using either Second Street or Third Street with extensions to a future bypass.

APPENDIX

APPENDIX A

STANDARDS AND POLICIES

It is the principal policy of the Cut Bank-Glacier County Planning Board to utilize the comprehensive planning process in anticipating the future changes in the planning area and to employ reasonable and current standards and policies in decisions which affect the future form of the community.

RESIDENTIAL

Residential development should provide for the housing needs and welfare, health, safety and comfort of all Cut Bank citizens.

1. Residential types may vary to meet the economic and social needs of the housing market to include conventional single family dwellings, duplex and multiple family dwellings, and mobile or component manufactured homes.

2. Residential densities shall be governed by the type of development, by the physical site improvements, and the location.

3. Residential densities may be highest near the business core and along thoroughfares, where municipal water, sewer, and similar services are provided, and where special amenities are exchanged for increased densities.

4. High density multiple uses shall locate convenient to primary or secondary arterials, the retail core and serve as a transition or buffer between intensive commercial and extensive single family residential land uses.

5. A density of 1 to 2 housing units per gross acre is established for areas where a rural suburban neighborhood is established. Minimum provided services shall include:

a. Publicly approved water supply
b. Provisions for storm drainage
c. Sanitary sewers or approved alternate thereto
d. Paved streets

6. A density of 3 housing units per gross acre is established for low density single family residential districts. Minimum provided services shall include:

   a. Publicly operated water supply
   b. Provisions for storm drainage
   c. Sanitary sewers or approved alternate thereto
   d. Paved streets
   e. Street lighting

COMMERCIAL

Cut Bank's commercial strength is the principal factor in the community's existence. A viable, efficient business center should be the core of the community's comprehensive plan.

1. The community business center should be designed to serve a population potential of 30,000 persons residing in an area within the Cut Bank Trade Area.

2. Commercial land allocation should be based on projections of needs over a 20-year period. Over-allocation of commercial land shall be avoided to provide an efficient and compact business center.

3. The community business center should be conveniently located on thoroughfares of adequate capacity and be conducive to convenient access by numerous patrons. The traffic generated by the business area should be accommodated by provision for controlled ingress and egress.

4. Retail and personal services and similar businesses dependent on walking traffic shall be encouraged to group together so that pedestrian movement and off-street parking can be coordinated.

5. Major businesses and professional offices should develop in conjunction with the retail core.

6. General commercial business, such as drive-ins and similar uses dependent on direct highway access, should be located at the periphery of the retail core convenient to major thoroughfares.

7. The extension of general commercial in strips along arterials shall be discouraged.

INDUSTRIAL AREAS

Industrial land should be allocated in accordance with anticipated land demand and projections of reasonable need. Over-allocation of industrial land should be discouraged.

1. Industrial areas shall be located with direct access to major transportation routes such as arterials and railroad lines.

2. Industrial areas should be located where necessary major utility lines; i.e., water, power, sewer, and gas, can be provided at reasonable cost.

3. Industrial areas shall be preserved for that exclusive use and encroachment of non-related land uses, particularly residential, shall be prohibited.

4. Distributive manufacturing processing and fabrication businesses should be located within industrial areas.

SCHOOLS, PARKS AND RECREATION

Schools and parks are principal features of community development. Their size and location should foster optimum community development and provide for maximum community enjoyment and utilization.

1. All recreation facilities should be coordinated with existing and planned school facilities.

2. Neighborhood parks and recreational facilities should be located within a one-third mile walking distance of the population served.

3. Neighborhood park lands shall be reserved on the basis of one acre per 800 population and shall range in size from three to seven acres.

4. Playfields, which may be developed as a part of a school site, should range in size from five to 15 acres based on one acre per 800 population, and be within a one-half mile walking distance.

5. Community parks should be not less than 10 acres in size and serve the whole community by providing an atmosphere of open space as well as active and passive recreational needs.

6. Future school locations should be coordinated with park and recreational needs to permit joint land acquisition and multiple use planning.

7. Schools should be located in areas functionally separated from commercial and industrial land uses.

8. Elementary schools should be planned to serve an ultimate enrollment of 600, should have a minimum site size of five acres plus one acre per each 100 students of maximum enrollment with a maximum enrollment capacity of 22 students per teaching station.

9. Junior high schools should be planned to serve an ultimate enrollment of 900 students, should have a minimum site size of ten acres plus one acre for each 100 potential students with a maximum enrollment capacity of 28 students per teaching station.

10. Senior high schools should be planned to serve an enrollment of 1,000 to 1,200 students and should have a minimum site size of ten acres plus one acre for each 100 potential students. The optimum site size shall be considered 40 acres. The maximum enrollment capacity should be 25 students per teaching station.

PUBLIC UTILITIES

The water and sanitary sewer systems should be designed to insure the capability of providing necessary service on a continuing basis to accommodate the population projected in the comprehensive plan as well as expected industrial growth.

1. Right-of-way for water, sanitary, and storm sewer lines (including residential and industrial areas) should be acquired in conjunction with all planning and subdivision activities in advance of actual need.

2. Public utility system expansion should provide for planned future growth to minimize future bond issue financing.

3. Existing facilities should have a reasonable reserve capacity to meet unexpected demands.

4. The utility extension policy shall be a principal planning tool for guiding future growth.

THOROUGHFARES

The urban thoroughfare system should be scaled to provide maximum service in conjunction with the land use patterns to be supported and classified by the function it is to perform such as primary arterial, secondary arterial, collector.

1. Primary arterials should provide for unimpeded traffic flow, accommodate large traffic volumes, and distribute traffic to the subordinate street system.

2. Secondary arterials should be located on neighborhood boundaries and serve as connecting links between residential neighborhoods.

3. Secondary arterials should collect traffic from the primary arterials and distribute it to subordinate streets or directly to destinations.

4. Collector streets should collect neighborhood traffic only and should be located on neighborhood boundaries.

5. Local access streets should serve local traffic only and shall be located in accordance with good design principles for land subdivision.

APPENDIX B

GOALS AND OBJECTIVES

1. Existing residential development may not be adequate to meet future expansion without conflicting with other urban land uses. Many houses on the north side of the railroad tracks are in serious need of improvement or replacement. Cut Bank will stress a program of upgrading the quality of housing.

2. The 1969 Land Use Survey revealed many areas of conflicting land uses which appear to have a blighting effect on the neighborhood and City. Cut Bank should re-examine its zoning and building enforcement to remedy such practices.

3. A diversified economic base requires a mixed population structure with a wide range of housing needs. Since nearly all housing in Cut Bank is presently single family, the City should seek to encourage the development of new multi-family housing.

4. The Cut Bank pattern of commercial development offers a wide range in services to a trade area extending many miles beyond the planning area. Cut Bank should continue to offer these commercial services with a view toward expanding both the size of the trade area and the range of offered services. At the same time, convenience commercial facilities servicing the immediate Cut Bank vicinity should be upgraded to reduce the relative attractiveness of competing centers.

5. Industrial oil and related services are major industries whose long range future in the Cut Bank area is open to question. Cut Bank must prepare a favorable climate for and seek out new industry to lessen

the community's heavy economic dependence on continued oil flow. This does not preclude the expansion of the oil services outlets as they continue to serve a growing oil industry throughout western Montana.

6. Future industrial land should be reserved in proportion to reasonable need in prime areas which have available necessary services and do not conflict with existing or potential residential land uses. Over-allocation should be discouraged as wasteful and potentially blighting.

7. Public improvements, such as water, sewer, roads, schools, etc., should be located to meet present needs of existing development and to direct future development in areas selected for specific growth.

8. Within the City of Cut Bank, park and recreation facilities should be co-located with existing and planned schools, where possible. Other recreational facilities outside the City should be located to take advantage of natural features of the land.

9. The Cut Bank Airport has the potential of being the finest facility in northern Montana. Every avenue should be explored to capitalize on the growing dependence on the air transport of Montana.

10. Cut Bank should investigate several areas for potential economic expansion:

    a. Agricultural processing of locally grown products.

    b. Expansion of oil service industry as a major supply point for western Montana and perhaps Alaska.

c. Establishment of a quasi-public Port district or authority to operate the airport as a major business and industrial development.

d. A community college with technical training capability to provide contemporary skills to the labor force.

APPENDIX C

HOUSING ELEMENT

STATEMENT OF PROBLEMS

1. Nearly 30 per cent (28.97) of single family dwelling units in the Cut Bank area are below average in general condition of structure.

2. Most of the sub-standard housing is concentrated north of the railroad tracks where it presents a serious problem.

3. The average age of housing in the Cut Bank area is above the national average and very little new housing is being constructed or planned.

4. There is a shortage of multi-family, low income housing for the elderly and young.

5. Conflicting land uses are found throughout the Planning Area.

STATEMENT OF OBSTACLES

1. Severe weather conditions and a relatively high transient population make structure maintenance low priority.

2. Limited access and isolation north of the tracks has limited public scrutiny and reform pressure.

3. Low rent schedule and static population have limited speculative building.

4. Zoning and Building Code enforcement has not been consistent.

STATEMENT OF OBJECTIVES

1. Upgrade the general condition of structures by publicity and education.

2. Upgrade the condition of structures on the north side of the railroad tracks by repair or demolition.

3. Investigate assistance and grant programs relating to housing for special markets.

4. Expand the water and sewer systems to allow additional houses to be added to the service.

5. Eliminate conflicting land uses where possible.

STATEMENT OF PLANNING ACTIVITIES

The Cut Bank-Glacier County Planning Board has embarked on a planning program. This year they have:

1. Collected data on housing in the Cut Bank planning area.

2. Prepared an inventory of condition of structures for the City.

3. Begun plans for expansion of the water and sewer system to meet projected needs to 1990.

4. Expanded the Board to include citizens conversant with housing problems.

STATEMENT OF IMPLEMENTING ACTIONS

1. Cut Bank Jaycees have begun a program of free demolition of dilapidated structures with owners' permission.

2. Cut Bank Chamber of Commerce has negotiated the closure and removal of a wrecking yard at the City's west entry.

3. The City has instituted a selective condemnation and razing program.

APPENDIX D

THOROUGHFARE CLASSIFICATIONS

CLASSIFICATION

Street systems are usually classified into four groups with classifications of any specific segment of a city street depending upon a combination of factors:

road width
number of lanes
traffic volumes
destination of users

The definition and classification of the Cut Bank thoroughfare system shall be in accordance with these standards

Major Arterials - To expedite the movement of through traffic to major traffic generators and from community to community.

Secondary Arterials - To collect and distribute traffic from higher type arterial highways to less important streets or directly to traffic destinations; to serve traffic from neighborhood to neighborhood within a community; and to serve secondary traffic generators.

Collector Arterials - To collect and distribute traffic from higher type arterial streets, access streets, or directly to traffic destination; to serve traffic within a neighborhood; and to serve neighborhood traffic generators such as a small group of stores, a school, a hospital, or apartment areas.

Local Access - All other streets in the road system.

DESIGN STANDARDS

Design standards for the various classifications are graphically illustrated in Figure 15. In addition, it should be noted that for two-lane, one-way streets, the minimum curb distance is 36 feet with 40 feet being desirable.

APPENDIX E

RETAIL SALES ESTABLISHMENTS

CUT BANK, MONTANA, 1969

		Total Floor Area Square Feet
GENERAL MERCHANDISE		
Department Stores		
Limited Price Variety Stores		
General Merchandise Stores		
Dry Goods Stores, etc.		28,510
	less 20%	-5,702
		22,808*
FOOD STORES		
Grocery Stores		
Meat Markets		
Fish Markets		
Fruit Stores, Vegetable Markets		
Candy, Net, Confectionery Stores		
Dairy Product Stores		
Retail Bakeries		
Egg and Poultry Dealers, etc.		33,010
	less 20%	-6,602
		26,408
DRUG STORES		
Drug Stores		
Proprietary Stores, etc.		3,050
		- 610
		2,440
APPAREL, ACCESSORY STORES		
Men's, Boys' Apparel Stores, Custom Tailors		
Women's Clothing, Specialty Stores		
Family Clothing Stores		
Shoe Stores		
Children's, Infant's Wear Stores, etc.		15,275
	less 20%	-3,055
		12,220

---

*Gross area minus 20 per cent for net usable area. For the purpose of this study, 80 per cent of the gross area has been considered as usable floor area for retail sales.

FURNITURE, HOME FURNISHING EQUIPMENT STORES

Furniture, Home Furnishings
Household Appliance Stores
Radio, Television Stores
Music Stores, etc. 24,350
less 20% -4,870
19,480

LUMBER, BUILDING MATERIALS, HARDWARE, FARM EQUIPMENT DEALERS

Lumber Yards
Building Materials Dealers
Heating, Plumbing Equipment Dealers
Paint, Glass, Wallpaper Stores
Electrical Supply Stores
Hardware Stores
Farm Equipment Dealers, etc. 39,075
less 20% -7,815
31,260

EATING, DRINKING PLACES

Eating Places
Drinking Places, etc. 4,150
- 830
3,320

AUTOMOTIVE DEALERS

Passenger Car Dealers
Tire, Battery, Accessory Dealers
Home and Auto Supply Stores
Miscellaneous Aircraft, Marine, Automotive Dealers, etc. 90,990
less 20%-18,198
72,792

OTHER RETAIL

Liquor Stores
Antique and Secondhand Stores
Book, Stationery Stores
Sporting Goods Stores, Bicycle Shops
Hay, Grain, Feed Stores
Other Farm Supply Stores
Garden Supply Stores
Jewelry Stores
Fuel, Ice Dealers
Florists
Photography Supply Dealers
Gift Shops
Luggage, Leather Goods Stores
Hobby, Toy, Game Stores
Religious Goods Stores
Pet Shops, etc. 23,110
less 20% -4,622
18,488

TABLE 1
APPENDIX F
AGRICULTURAL COMPARISONS, 1954, 1959, 1964
MONTANA, SEA 2, CASCADE COUNTY, GLACIER COUNTY

	1954	1959	% Change 1954-1959	1964	% Change 1959-1964	% Change 1954-1964
MONTANA						
Number of Farms	33,061	23,519	-28.9	22,593	- 3.9	-31.7
Land in Farms (Acres)	61,468,903	59,079,560	- 3.9	59,873,841	1.3	- 2.6
Average Farm Size (Acres)	1,859.3	2,512.0	35.1	2,650.1	5.5	42.5
Average Value Land and Buildings ($)	43,195	82,972	92.1	114,217	37.7	164.4
Average Value All Farm Products Sold ($)	10,301	13,103	27.2	16,938	29.3	64.4
STATE ECONOMIC AREA 2						
Number of Farms	15,681	12,510	-20.2	12,027	- 3.9	-23.3
Land in Farms (Acres)	33,806,144	27,944,982	-17.3	28,729,835	2.8	-15.0
Average Farm Size (Acres)	1,964.6	2,402.9	22.3	2,635.8	9.7	34.2
Average Value Land and Buildings ($)	41,990	79,837	90.1	106,589	33.5	153.8
Average Value All Farm Products Sold ($)	11,651	14,701	26.2	16,746	13.9	43.7
CASCADE COUNTY						
Number of Farms	1,133	830	-26.7	734	-11.6	-35.2
Land in Farms (Acres)	1,514,723	1,519,844	.3	1,410,349	- 7.2	- 6.9
Average Farm Size (Acres)	1,336.9	1,831.1	37.0	1,921.5	4.9	43.7
Average Value Land and Buildings ($)	46,608	90,515	94.2	122,090	34.9	161.9
Average Value All Farm Products Sold ($)	10,806	14,701	36.0	19,573	33.1	81.1
GLACIER COUNTY						
Number of Farms	385	334	-13.2	348	4.2	- 9.6
Land in Farms (Acres)	1,368,723	1,133,667	-17.2	1,215,109	7.2	-11.2
Average Farm Size (Acres)	3,555.1	3,394.2	- 4.5	3,491.7	2.9	- 1.8
Average Value Land and Buildings ($)	75,188	129,115	71.7	147,679	14.4	96.4
Average Value All Farm Products Sold ($)	12,317	15,025	22.0	24,019	59.9	95.0

Source: U. S. Census of Agriculture, 1954, 1959, 1964.

TABLE 2
APPENDIX F
CROP AND LIVESTOCK VALUES, 1954, 1959, 1964

			% Change		% Change	
	1954	1959	1954-1959	1964	1959-1964	1954-1964
MONTANA						
Value of All Products Sold	339,481,014	377,401,094	11.2	382,687,717	1.4	12.7
All Crops ($)	185,503,726	162,261,608	-12.5	170,057,687	4.8	- 8.3
% Total	54.6	43.0		44.4		
All Livestock ($)	153,977,288	215,139,486	39.7	212,032,712	-1.4	37.7
% Total	45.4	57.0		55.4		
STATE ECONOMIC AREA 2						
Value of All products Sold	195,043,528	195,209,281	6.2	205,727,719	5.4	11.9
All Crops ($)	142,093,063	119,039,971	- 9.0	124,795,211	4.8	- 4.6
% Total	71.2	61.0		60.7		
All Livestock ($)	52,950,465	76,168,310	43.8	80,844,170	6.1	52.7
% Total	28.8	39.0		39.3		
CASCADE COUNTY						
Value of All Products Sold	13,075,233	15,068,963	15.2	14,366,506	8.2	9.9
All Crops ($)	8,339,619	6,729,556	-19.3	5,600,761	-16.8	-32.8
% Total	63.8	44.7		39.0		
All Livestock ($)	4,735,614	8,339,407	76.1	8,758,372	5.0	84.9
% Total	36.2	55.3		61.0		
GLACIER COUNTY						
Value of All Products Sold	4,483,270	5,769,537	28.7	8,358,668	44.9	67.2
All Crops ($)	2,191,634	3,203,679	46.2	4,518,070	41.0	106.2
% Total	48.9	55.5		54.0		
All Livestock ($)	2,291,636	2,565,858	12.0	3,832,447	49.4	67.2
% Total	51.1	44.5		45.8		

Source: U. S. Census of Agriculture

NOTE: 1964 figures do not necessarily add to totals due to the inclusion of products other than crops and livestock in the total value of all products sold.

TABLE 3
APPENDIX F
GLACIER COUNTY REVENUE COMPARISONS
AGRICULTURE AND PETROLEUM
1954-1965

	Total Receipts ($000's)	Agriculture ($000's)	% Agriculture of Total	Petroleum ($000's)	% Petroleum of Total
1954	10,993	6,167	56.1	4,826	43.9
1955	11,144	5,957	53.5	5,187	46.5
1956	12,715	7,847	61.7	4,868	38.3
1957	12,334	7,011	56.8	5,323	43.2
1958	12,837	8,105	63.1	4,732	36.9
1959	11,070	7,069	63.9	4,001	36.1
1960	9,981	6,272	62.8	3,709	37.2
1961	10,250	6,862	66.9	3,388	33.1
1962	11,053	7,623	69.0	3,430	31.0
1963	9,557	6,373	66.7	3,184	33.3
1964	10,139	6,779	66.9	3,360	33.1
1965	12,340	8,808	71.4	3,532	28.6

All figures in table are rounded and adjusted to totals.

Source: U. S. Department of Agriculture, Soil Conservation Service Office, Cut Bank.

TABLE 4
APPENDIX F
EMPLOYERS, WAGE EARNERS AND WAGES
MONTANA, GFTA, CASCADE COUNTY, GLACIER COUNTY
1963, 1968

	MONTANA			GREAT FALLS TRADE AREA			CASCADE COUNTY			GLACIER COUNTY		
	1963	1968	% Change	1963	1968	% Change	1963	1968	% Change	1963	1968	% Change
ALL COVERED INDUSTRY												
Average No. Employers	15,755	16,234	+3.0	2,661	2,594	-2.5	1,597	1,593	-.2	293	290	-1.0
Average No. Workers	112,944	118,976	+5.3	18,181	17,211	-5.3	14,148	12,845	-9.2	1,353	1,564	+15.6
Wages	$533,769,603	$645,745,589	+21.0	$ 87,165,148	$ 92,461,678	+6.1	$ 71,859,978	$ 71,716,743	-.2	$ 4,746,038	$ 7,205,404	+51.8
MINING												
Average No. Employers	421	416	-1.2	129	95	+26.4	10	6	-40.0	42	30	-28.6
Average No. Workers	6,837	4,673	-31.7	486	469	-3.5	16	42	+162.5	200	189	-5.5
Wages	$ 43,107,300	$ 35,031,973	-.2	$ 2,784,591	$ 3,037,265	+9.1	$ 70,865	$ 285,063	+302.3	$ 1,089,030	$ 1,369,201	+25.7
CONTRACT CONSTRUCTION												
Average No. Employers	1,886	2,021	+7.2	324	318	-1.9	229	222	-3.1	29	25	+13.8
Average No. Workers	12,533	12,262	-2.2	2,693	2,186	-18.8	2,475	1,654	-33.2	78	115	+47.4
Wages	$ 32,531,986	$ 94,531,648	+14.5	$ 19,136,637	$ 16,433,850	-14.1	$ 18,079,082	$ 12,632,198	-30.1	$ 370,319	$ 726,562	+96.2
MANUFACTURING												
Average No. Employers	988	965	-2.3	115	93	-19.1	59	49	-16.9	4	6	+50.0
Average No. Workers	22,273	21,988	-1.3	3,333	2,425	-27.2	2,888	2,119	-26.6	17	54	+217.6
Wages	$124,130,677	$143,087,897	+15.3	$ 18,024,165	$ 15,762,065	-12.5	$ 16,124,860	$ 14,126,315	-12.4	$ 71,880	$ 272,652	+279.3
TRANSPORTATION, COMMUNICATION, PUBLIC UTILITIES												
Average No. Employers	677	745	+10.0	114	123	+7.9	58	66	+13.8	19	15	-21.1
Average No. Workers	9,706	10,699	+10.2	958	979	+2.2	656	684	+4.3	118	106	-10.2
Wages	$ 52,392,532	$ 70,930,492	+35.4	$ 4,672,526	$ 5,863,231	+25.5	$ 3,222,898	$ 4,014,712	+24.6	$ 641,167	$ 722,089	+12.6
WHOLESALE AND RETAIL TRADE												
Average No. Employers	6,831	6,824	-.1	1,093	6,308	+.2	611	630	+3.1	121	136	+12.4
Average No. Workers	40,523	44,911	+10.8	6,308	6,561	+4.0	4,709	4,815	+2.3	431	547	+26.9
Wages	$157,642,381	$201,410,080	+27.8	$ 26,197,632	$ 30,721,493	+17.3	$ 20,648,479	$ 23,846,134	+15.5	$ 1,465,879	$ 2,157,088	+47.2
FINANCE, INSURANCE, REAL ESTATE												
Average No. Employers	1,244	1,202	-3.4	230	216	-6.1	180	166	-7.8	11	11	0.0
Average No. Workers	6,478	6,934	+7.0	1,355	1,416	+4.5	1,159	1,201	+3.6	45	56	+24.4
Wages	$ 29,186,471	$ 39,062,789	+33.8	$ 6,382,286	$ 8,633,532	+35.3	$ 5,494,415	$ 7,450,579	+35.6	$ 200,225	$ 310,798	+55.2
SERVICES INDUSTRY AND MISCELLANEOUS												
Average No. Employers	3,718	4,061	+9.2	656	654	-.3	450	454	+.9	67	67	0.0
Average No. Workers	14,644	17,509	+19.6	3,048	3,174	+4.1	2,245	2,329	+3.7	464	497	+7.1
Wages	$ 44,778,256	$ 61,690,710	+37.8	$ 9,970,111	$ 12,010,241	+20.5	$ 8,219,379	$ 9,361,742	+13.9	$ 907,538	$ 1,647,014	+81.5

Source: Unemployment Compensation Commission of Montana, 1963, 1968.

APPENDIX G

UTILITIES

EXISTING SEWER SYSTEM

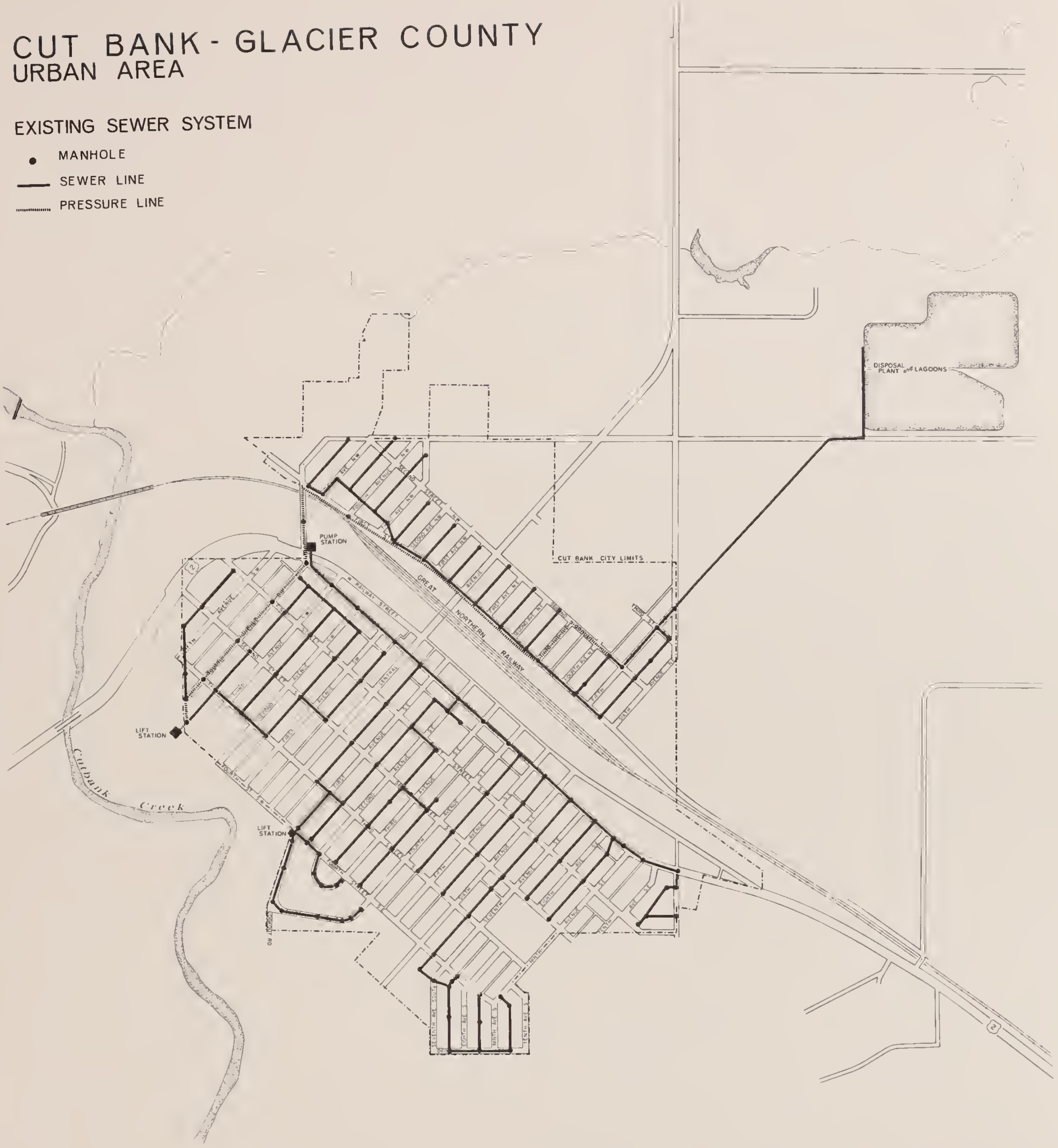
The Cut Bank sewer system is shown in Figure 19. The sewer lines and pressure lines were assembled from several special improvement district maps, none of which showed the system as a whole. Figure 19 is the first known compilation of the present system. The system as shown has 54,000 lineal feet of sewer main, 7,400 lineal feet of pressure line, and a disposal lagoon containing approximately 40 acres.

Comparing the sewer system map with the existing water system and dwelling unit distribution map in Figures 20 and 6 reveals either unrecorded special improvement district maps for sewers in four residential areas or, conversely, four areas of the City which have water but no sewer system. These include one area centering on First Avenue S. W. in the vicinity of Fourth Street S. W., another area bordering Fourth Street S. E. from Fourth Avenue S. E. to Sixth Avenue S. E., a third area southwest of the hospital from Third Street S. E. between Seventh and Ninth Avenues, and a fourth possible area in the vicinity of Tenth Avenue S. E. in the southeast corner of the City. If these areas are, in fact, served by sewers, no apparent official record exists regarding their installation and location.

CUT BANK - GLACIER COUNTY
URBAN AREA

EXISTING SEWER SYSTEM

● MANHOLE
— SEWER LINE
┈ PRESSURE LINE



NORTH

400 0 400 800 1600
scale in feet

HARSTAD ASSOCIATES INC
SEATTLE WASHINGTON · JUNE 1969

Project No. Montana P-36. Prepared under Contract for the Department of Planning and Economic Development, State of Montana, and the Cut Bank-Glacier City-County Planning Board. The preparation of this map was financed in part through the Urban Planning Grant from the Department of Housing and Urban Development, under provisions of Section 701 of the Housing Act of 1954, as amended.

Figure 19

EXISTING WATER SYSTEM

The Cut Bank Water Department owns and operates the municipal water system serving the City of Cut Bank. In 1969, the system served 1,643 customers with a consumption of 317 million gallons. In the ten-year period from 1959 to 1969, the Water Department's customers have increased by 334, from 1,309 to 1,643, or by 25.5 per cent. In the same period, consumption increased by 85 million gallons a year, from 232 million gallons per year to 317 million gallons per year, or by 36.6 per cent. The increase in per customer water usage is consistent with the findings of recent studies which show per customer water usage in similar areas increasing about 2 per cent per year.

The Cut Bank water system receives its supply from an intake developed in 1950 on Cut Bank Creek. In 1954, water filtration facilities with a capacity of 1.8 mgd were added. Present average daily treatment is on the order of 0.5 mgd. The supply is chlorinated prior to distribution. The system also contains one well which is used for emergencies only. Storage in the systems consists of 1.5 million gallons in a standpipe located southeasterly of the City Limits.

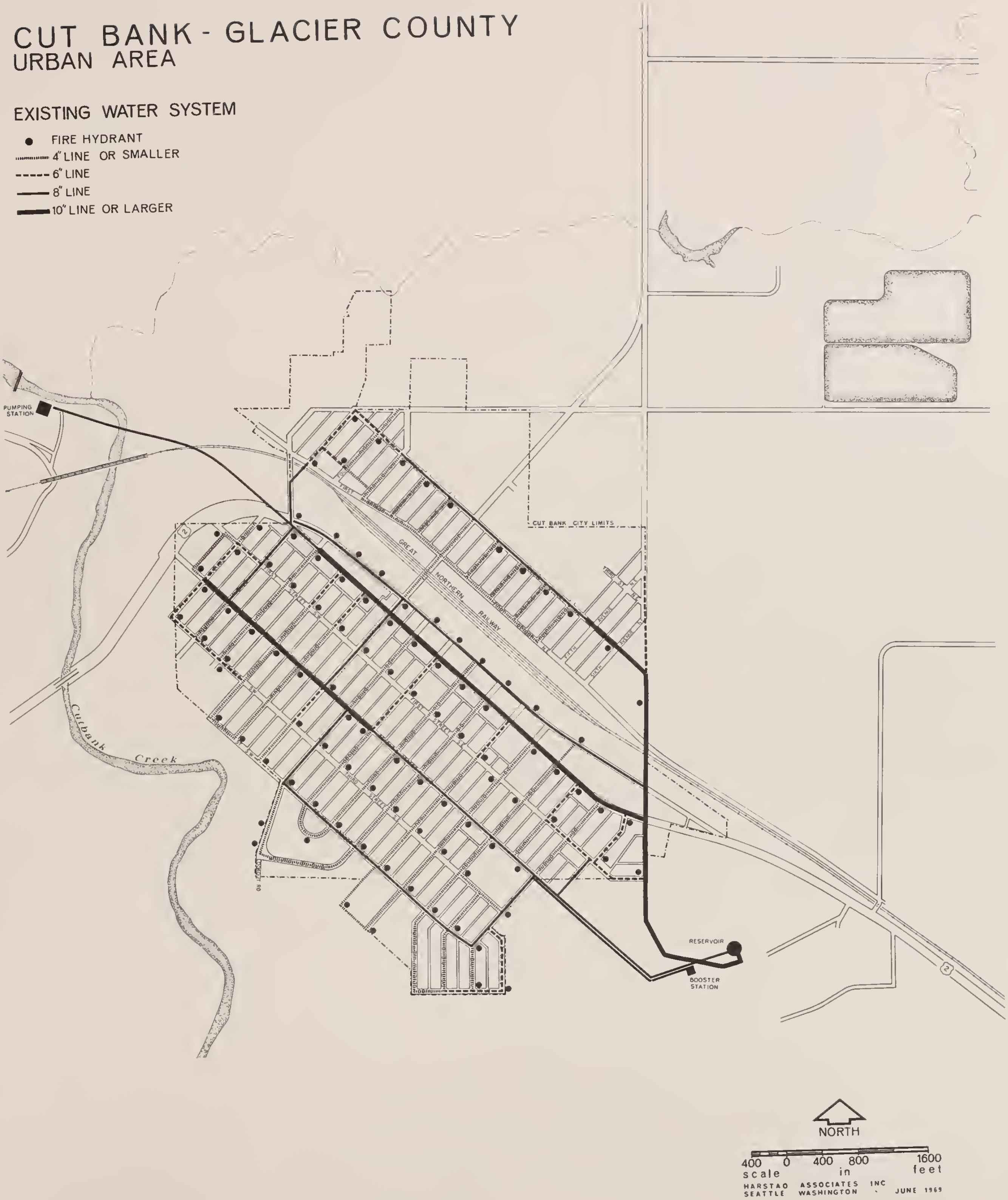
The distribution system contains 89,800 lineal feet of 4 through 10 inch water lines with hydrants spaced at about 400 feet on the major streets paralleling the Great Northern Railroad. Major improvements amounting to approximately $450,000 were made to the distribution system in 1964.

The capacity of the system's supply and storage facilities is inadequate during the summer months and a detailed study should be conducted to determine the necessary expansion of these facilities. It appears, at this time, that doubling of the supply, treatment and storage facilities will be necessary.

CUT BANK - GLACIER COUNTY
URBAN AREA

EXISTING WATER SYSTEM

- ● FIRE HYDRANT
- 4" LINE OR SMALLER
- 6" LINE
- 8" LINE
- 10" LINE OR LARGER



Project No. Montana P-36. Prepared under Contract for the Department of Planning and Economic Development, State of Montana, and the Cut Bank-Glacier City-County Planning Board. The preparation of this map was financed in part through the Urban Planning Grant from the Department of Housing and Urban Development, under provisions of Section 701 of the Housing Act of 1954, as amended.

Figure 20

DIRECTOR OF PLANNING
George A. Smith

PLANNING STAFF:

Harold Burger
Bob Dixon
Joyce Israel
Richard Li
Tom Nishimura
Dave Otani
John Phillips
Kelly Robinson
Melinda Stevenson
Bob Thorpe
Caryl Turner
George Vulgares
Cathy Waldron